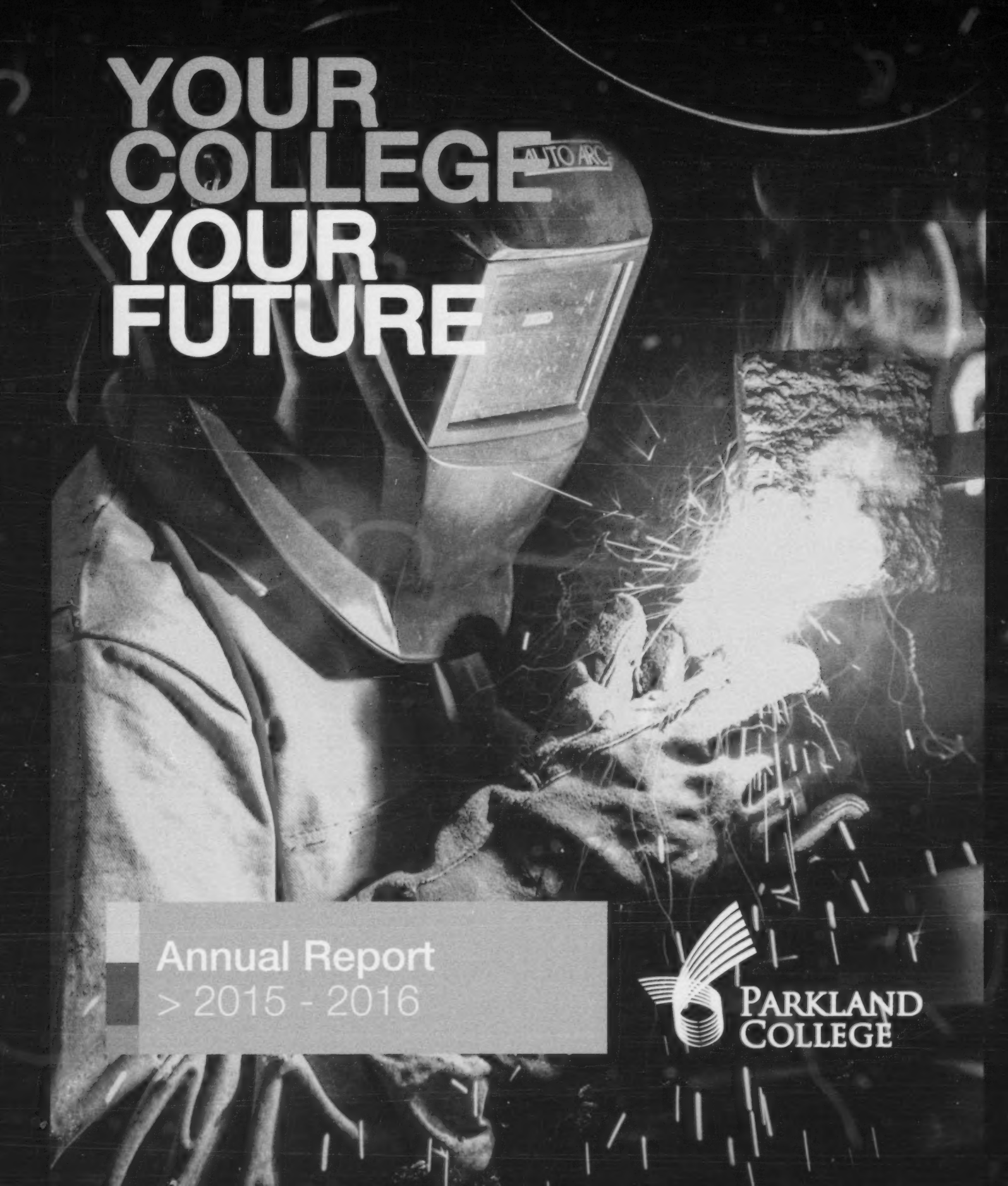

YOUR
COLLEGE
YOUR
FUTURE
Annual Report
> 2015 - 2016
PARKLAND
COLLEGE

TABLE OF CONTENTS

VISION	2 - 3
MISSION	4 - 5
COLLEGE PROFILE	6 - 7
BOARD OF GOVERNORS' REPORT	8
PRESIDENT'S MESSAGE	9
STRATEGIC PRIORITIES	10
PARKLAND COLLEGE BY THE NUMBERS	11
PLANNING FOR THE FUTURE	12
KEY PERFORMANCE MEASURES	15 - 17
ENROLMENT TABLES	18 - 26
HUMAN RESOURCES	29 - 32
FINANCIAL STATEMENTS	35 - 65
GLOSSARY OF TERMS	67

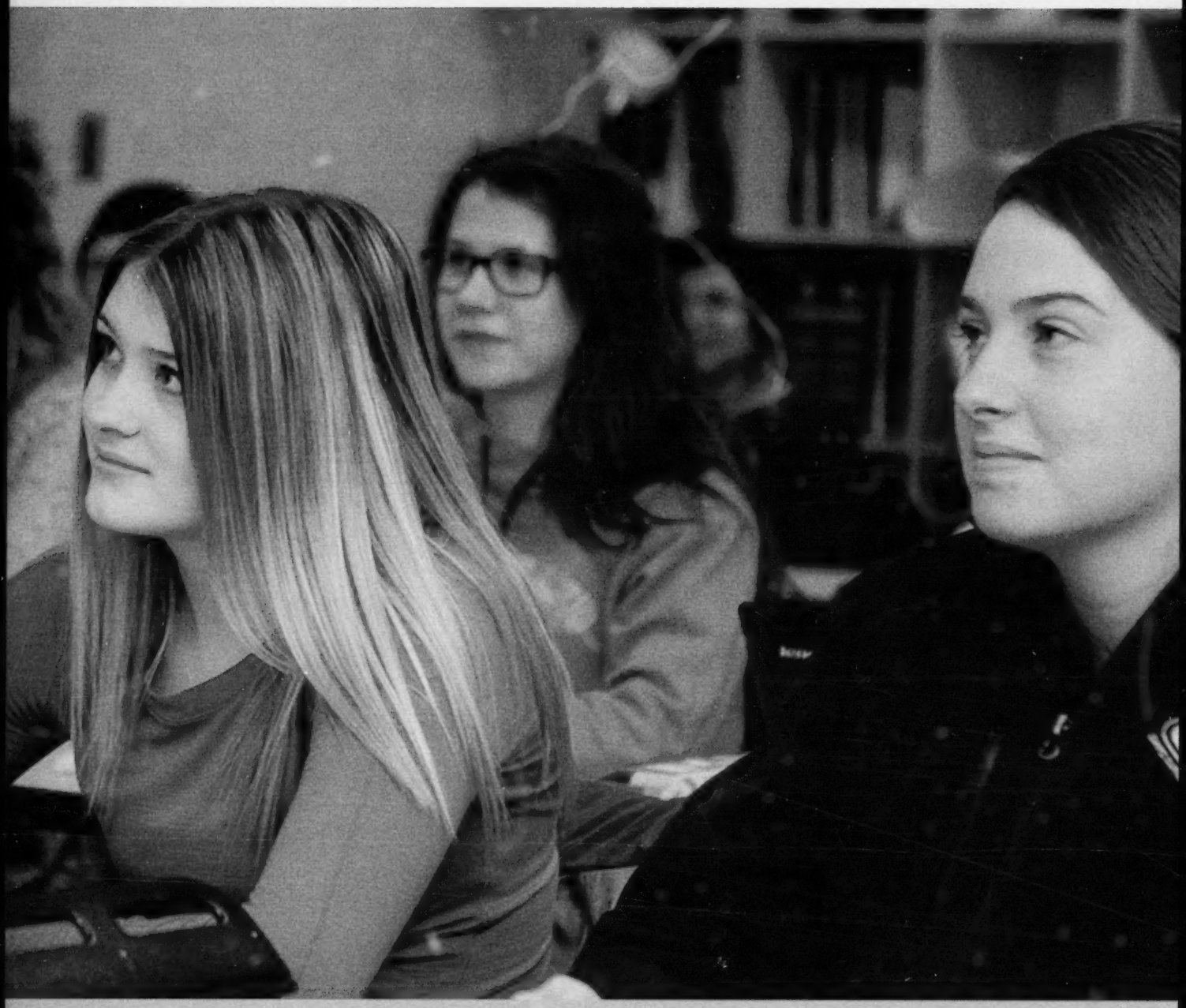
PARKLAND COLLEGE

OUR VISION

To be Saskatchewan's leader in delivering high quality education and training.

OUR MISSION

Parkland College provides high quality learner centred education and training as a foundation for lifelong success.



OUR STORY

1,328 GRADUATES

- 286 full-time
- 176 part-time
- 866 casual

$190,000 IN SCHOLARSHIPS

- 104 students awarded

228 EMPLOYEES

7,176 STUDENTS

- 686 full-time
- 1,786 part-time
- 4,704 casual

1,075 FLEs (FULL-LOAD EQUIVALENTS)

41% OF STUDENTS SELF-DECLARE AS ABORIGINAL

OCT 28

TRADES & TECHNOLOGY CENTRE IN YORKTON GRAND OPENING

For more than 40 years, Parkland College has advocated for life-long learning in the Parkland region. To this day programs are developed in response to the community's needs.

Education options range from high school upgrading to skills training and trades to university courses and four-year degrees.

BOARD REPORT

Parkland College's Board of Governors, under the leadership of Chair Lydia Cyr and Vice-Chair Raymond Sass, continued the practice of rotating Board meetings throughout the College's regular campuses in 2015-16. Canora, Esterhazy, Fort Qu'Appelle, Melville, and Yorkton each hosted at least one Board meeting during the year.

The Board of Governors experienced some transition in membership following the resignation of Darrell Sobkow at the end of the 2014-15 year. Three additional governors were appointed by the Minister of Advanced Education in February 2016. We were pleased to welcome Brian Hicke of Melville, Leonard Keshane of Yorkton, and Don Bahrey of Canora to the Board of Governors during the last part of the operational year. Unfortunately, Mr. Bahrey resigned his position in June as he relocated out of our geographic region.

In addition to nine regular Board meetings, nine Committee of the Whole meetings were held in advance of the regular meetings. The Board also held its regular Constitutional meeting in June 2016. During the year, the Board adopted an annual agenda to provide a framework for the Board's operations during the year. The annual agenda was reviewed at each regular meeting to incorporate any required revisions.

With the support of the Ministry of Advanced Education, the Board of Governors continued to advance its governance work. In addition to the formal certification opportunities provided to individual members, the Board as a whole took part in a governance review with Ministry officials in October 2015, designed to identify governance practices that required attention. The Board reported to the Ministry in June 2016 outlining the progress made throughout the year.

The Board of Governors was actively involved in the development of Parkland College's new strategic plan during 2015-16. The process was initiated with the establishment of a work plan at the September 2015 meeting which included the gathering of feedback from a variety of sources. The Board of Governors, along with administration, reviewed the feedback to identify the priorities contained in the new strategic plan.

The Board of Governors continued to play a key advocacy role for Parkland College through its attendance at major College events throughout the year. In addition, each governor augmented advocacy work through individual contacts with community organizations and local government authorities throughout the region and province.

Sally Bishop, Kamsack
David Cisyk, Esterhazy
D. Lydia Cyr, Fort Qu'Appelle (Chair)
Brian Hicke, Melville
Leonard Keshane, Yorkton
Raymond Sass, Yorkton

PRESIDENT'S MESSAGE

Parkland College experienced a great deal of success during the 2015-16 program year. We saw an increase in overall enrolments, expanding by 110 Full-Time Learner Equivalents (FLEs) from the previous year. The official opening of the Trades and Technology Centre coincided with the start of the academic year which helped us provide additional programming opportunities. We also introduced a Post-Graduate Certificate in Human Resources Management brokered through Conestoga College while experiencing increased enrolment in many other ongoing program areas.

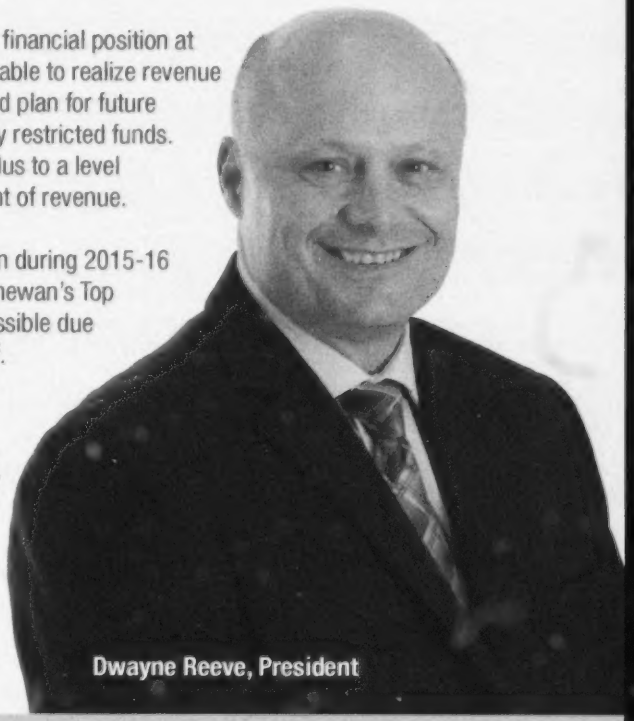
We planned for and realized growth in our online Adult Basic Education programming. With 443 students, we surpassed our 2014-15 total of 369 students and were able to exceed our target of 415 students served. All indicators point to continued growth in this area. Growth was also experienced in our Corporate Training area. With over $2.5 million in contract revenue, we exceeded both our budget projections and the mark set in the previous fiscal year. This is particularly noteworthy as we were able to exceed our expectations in spite of some adverse economic conditions being experienced in our province.

2015-16 saw Parkland College look to the future as we engaged in the process to develop a new strategic plan. Consultations, online feedback, and refinement sessions led to the development of a new strategic plan that will guide Parkland College for the next five years. We are grateful to all staff, students, and external stakeholders who helped guide the process.

The cumulative impact of growth is reflected in our financial position at the conclusion of the 2015-16 fiscal year. We were able to realize revenue growth, allowing us to post an operating surplus and plan for future development through the establishment of internally restricted funds. We were also able to build up our unrestricted surplus to a level exceeding the acceptable threshold set at 3 per cent of revenue.

We were very pleased to achieve special recognition during 2015-16 with Parkland College being named one of Saskatchewan's Top Employers. Our growth and development is only possible due to the hard work and determined efforts of our staff. It is very gratifying to receive this recognition on behalf of our employees.

Parkland College is fortunate to be a part of a wider community that values education and training. Our many partnerships are vital to our success. Thanks to the cooperation of many individuals, organizations, and businesses, Parkland College is able to grow and look optimistically towards the future.



Dwayne Reeve, President

STRATEGIC PRIORITIES

1 ACHIEVE (LEARNER OUTCOME)

We provide a superior learning and campus experience for all learners through quality programming and services. Learners can achieve their career aspirations, engage in the workforce, and contribute to vibrant prosperous communities.

2 INNOVATE (INTERNAL PROCESSES)

We excel as a premier post-secondary educational institution demonstrating positive social and economic impact through effective work and business processes, continuous innovation and evidence based decision-making.

3 GROW (PEOPLE AND LEADERSHIP)

We recruit, retain and develop committed staff, leaders and teams. We are proud ambassadors of the College who have the knowledge and skills to help our learners to reach their career aspirations.

4 ADVANCE (FINANCIAL/STEWARDSHIP)

We maximize and grow our resources as a sustainable, accountable partner within the local and broader communities we serve.

BY THE NUMBERS

PARKLAND COLLEGE NAMED ONE OF SASKATCHEWAN'S TOP EMPLOYERS FOR 2016

SASKATCHEWAN'S TOP EMPLOYERS

WEBSITE TRAFFIC UP **107%** TO OVER 537,000 PAGEVIEWS

WWW

EMPLOYEE ENGAGEMENT	79%
STAFF RETENTION RATE	96%
EMPLOYEES RECOGNIZED FOR LONG SERVICE	17
COMBINED EXPERIENCE	185 YEARS

NEW RECORD IN ONLINE GRADE 12 ENROLMENT

441 LEARNERS

20% FROM 2014-15

$21,500

RAISED FOR SCHOLARSHIPS AT 11TH ANNUAL DOLLARS FOR SCHOLARS GOLF CLASSIC

SOCIAL MEDIA AUDIENCES

28% 35%

323 STUDENTS CELEBRATED AT JUNE GRADUATION

INTERNATIONAL STUDENT ENROLMENT **38**

2000 HIGH SCHOOLERS ATTENDED CAREER EXPLORATIONS

$2.57M BUSINESS & TRAINING CONTRACT REVENUE

OVER **120** ARTICLES ABOUT THE COLLEGE PUBLISHED IN REGIONAL PRINT MEDIA

PLANNING FOR THE FUTURE

Parkland College spent 2015-16 looking to the future. In September 2015, the Board of Governors approved a work plan to guide the process of developing our new strategic plan. The plan involved the engagement of an external facilitator to assist with the gathering of feedback and the synthesizing of information to identify our strategic priorities.

Laura Soparlo Consulting led the process beginning with the collection of feedback through an online questionnaire. Feedback was received from students, staff and our many external partners. In addition to the online input, feedback was gathered through a series of focus groups designed to augment the themes that emerged from the online input.

The new strategic plan began to take shape following a session in March 2016. Members of the Board of Governors and the Executive team met to review the information gathered during the consultation process. The review of the feedback revealed key priorities in the following areas:

- Student experience and campus life
- Student success and satisfaction
- Staff engagement and development
- Staff collaboration and communication
- Refinement of internal processes
- Showcasing the positive social and economic impact achieved by the College
- College Indigenization
- Achieving fiscal sustainability

The key priorities were further refined by the Executive Team and staff focus groups until the final document and plan was completed in June 2016. The plan was formally approved by the Board of Governors and introduced to all staff at the annual Board/Staff Workshop in September 2016. Thanks to the work and input of many, the future course for Parkland College is firmly set.

Your College. Your Future.

ACHIEVE
We provide a superior learning and campus experience for all students through quality programming and services.
INNOVATE
We excel as a premier post-secondary educational institution demonstrating positive social and economic impact.
PARKLAND COLLEGE
We recruit, develop, and retain committed staff, leaders, and teams as proud ambassadors of the College.
We maximize and grow resources as a sustainable, accountable partner of the community.
GROW
ADVANCE

PARKLAND
COLLEGE

KEY PERFORMANCE MEASURES

KEY PERFORMANCE INDICATOR #1

Number of Student Enrolments - expressed in terms of full load equivalents (FLE) for all credit and non-credit programs.	Baseline (FLE's)	2015-16 Target (FLE's)	2015-16 Results (FLE's)
1a) Skills Training - Institute Credit (includes Institute Credit-Sask Polytech, Institute Credit-Other & Apprenticeship)	320	400.9	359.38
b) Skills Training - Industry Credit	66	46.0	23.50
c) Skills Training - Non-Credit	30	31.9	34.58
d) Adult Basic Education - Credit	300	326.6	379.63
e) Adult Basic Education - Non-Credit	172	186.5	153.44
f) University - Credit	88	158.6	124.90

KEY PERFORMANCE INDICATOR #2

Participation, Employment, and Continued to Take Further Training (Rates for Aboriginal Students in %'s, Credit Programs only)	Baseline (%'s)	2015-16 Target (%)	2015-16 Results (%)
2A. Aboriginal Participation (Enrolment) Rate (full-time/part-time)			
a) Skills Training - Institute Credit	17	20	17
b) Skills Training - Industry Credit	24	27	42
c) Adult Basic Education - Credit	55	55	48
d) University - Credit	28	28	27
2B. Graduation Rates of Aboriginal Persons (full-time)			
a) Skills Training - Institute Credit			
i) As % of Graduates	12	16	13
ii) As % of Aboriginal Enrolments	55	55	45
b) Skills Training - Industry Credit			
i) As % of Graduates — no full-time students	n/a	n/a	n/a
ii) As % of Aboriginal Enrolments — no full-time students	n/a	n/a	n/a
c) Adult Basic Education - Credit			
i) As % of Graduates	81	84	81
ii) As % of Aboriginal Enrolments	27	27	38
2C. Aboriginal Employment Rate (full-time)			
a) Skills Training - Institute Credit	92	100	78
b) Skills Training - Industry Credit — no full-time students	n/a	n/a	n/a
c) Adult Basic Education - Credit	63	73	53
2D. Aboriginal Continued to Further Training (full-time)			
a) Skills Training - Institute Credit	33	50	60
b) Skills Training - Industry Credit — no full-time students	n/a	n/a	n/a
c) Adult Basic Education - Credit	77	88	65

KEY PERFORMANCE MEASURES

KEY PERFORMANCE INDICATOR #3

Number of Graduates/Completers for all Credit Programs (In #'s of students)		Baseline (# of students)	2015-16 Target (# of students)	2015-16 Results (# of students)
3A. Number of Graduates (full-time/part-time)				
a) Skills Training - Institute Credit		269	269	231
b) Skills Training - Industry Credit	not casual	227	274	110
c) Adult Basic Education - Credit		104	104	121
3B. Number of Completers (full-time/part-time)				
a) Skills Training - Institute Credit		291	294	324
b) Skills Training - Industry Credit	not casual	19	25	7
c) Adult Basic Education - Credit		363	399	515

*Completer: Any participant who has successfully completed course requirements or remained to the end of the program.
*Graduate: Any participant who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institute.

KEY PERFORMANCE INDICATOR #4

Participation, Employment, and Continued to Take Further Training (Rates for all students in %'s, for credit programs only)		Baseline (%'s)	2015-16 Target (%'s)	2015-16 Results (%'s)
4A. Participation (Enrolment) Rate (full-time/part-time)				
a) Skills Training - Institute Credit		35	35	35
b) Skills Training - Industry Credit	not casual	14	14	7
c) Adult Basic Education - Credit		39	39	46
d) University - Credit		12	12	12
4B. Graduation Rates of Students (full-time)				
a) Skills Training - Institute Credit				
i) As % of Enrolments		70	70	74
c) Skills Training - Industry Credit				
i) As % of Enrolments	no full-time students	n/a	n/a	n/a
d) Adult Basic Education - Credit				
i) As % of Enrolments		27	27	38
4C. Employment Rate (full-time)				
a) Skills Training - Institute Credit		91	95	89
b) Skills Training - Industry Credit	no full-time students	n/a	n/a	n/a
c) Adult Basic Education - Credit		66	77	57
4D. Continued to Further Training Rates (full-time)				
a) Skills Training - Institute Credit		75	75	66
b) Skills Training - Industry Credit	no full-time students	n/a	n/a	n/a
c) Adult Basic Education - Credit		81	90	66

KEY PERFORMANCE MEASURES

KEY PERFORMANCE INDICATOR #5

	Baseline ($'s)	2015-16 Target ($'s)	2015-16 Results ($'s)
Total Contractual Revenue (In Contract $ Received)	$1,688,056	$1,890,994	$2,572,652

NOTES:

- The new baseline is a rolling average of the three most recent completed years of data.
- KPI #2B & 4B: Graduation rates are based on full-time students only. This was implemented to more accurately reflect graduation rates, as majority of part-time enrolments are 'completed' and not graduated.

ENROLMENT BY PROGRAM

Table 1 - Comprehensive Enrolment by Program Groups for the Whole College

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	207	158	1	249.66	177	181	5	288.74
	Other	16	43	102	17.94	34	170	56	53.57
	Apprenticeship & Trade	36	10		17.07	46	0		17.07
	Total Institute Credit	**259**	**211**	**103**	**284.67**	**257**	**351**	**61**	**359.38**
	Industry Credit:								
	Total Industry Credit	**0**	**142**	**689**	**28.98**	**0**	**116**	**883**	**23.50**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit	**0**	**232**	**2,724**	**35.35**	**0**	**82**	**3,760**	**34.58**
TOTAL SKILLS TRAINING		**259**	**585**	**3,516**	**349.00**	**257**	**549**	**4,704**	**417.46**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	113	420		237.69	153	511		308.72
	Adult 10	85	50		74.00	97	41		70.91
	Academic GED	0	28		4.37	0	19		0.00
	Total ABE Credit	**198**	**498**		**316.06**	**250**	**571**		**379.63**
	ABE Non-Credit:								
	Employability/Life Skills	88	186		135.93	67	355		126.76
	English Language Training	0	182		37.40	0	128		21.83
	General Academic Studies	19	35		17.97	0	35		1.74
	Literacy	1	55		5.20	0	41		3.11
	Total ABE Non-Credit	**108**	**458**		**193.49**	**67**	**559**		**153.44**
TOTAL ADULT BASIC EDUCATION		**306**	**956**		**509.56**	**317**	**1,130**		**533.07**
UNIVERSITY	***Total University***	**93**	**109**		**106.90**	**112**	**107**		**124.90**
TOTAL ENROLMENT		**658**	**1,650**	**3,516**	**965.46**	**686**	**1,786**	**4,704**	**1,075.43**

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

*****See Glossary for Definitions of Terms*****

ENROLMENT BY PROGRAM

Table 1A - Enrolment by Program Groups for CANORA Campus

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	18	25	1	21.99	0	26	5	4.84
	Other								
	Apprenticeship & Trade								
	Total Institute Credit	**18**	**25**	**1**	**21.99**	**0**	**26**	**5**	**4.84**
	Industry Credit:								
	Total Industry Credit	**0**	**0**	**50**	**0.93**	**0**	**14**	**43**	**1.68**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit	**0**	**0**	**0**	**0**				
TOTAL SKILLS TRAINING		**18**	**25**	**51**	**22.92**	**0**	**40**	**48**	**6.52**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	23	12		24.37	36	5		28.47
	Adult 10	14	17		13.32	22	1		16.94
	Academic GED	0	20		4.30				
	Total ABE Credit	**37**	**49**		**41.99**	**58**	**6**		**45.41**
	ABE Non-Credit:								
	Employability/Life Skills	11	73		22.91	3	48		9.50
	English Language Training								
	General Academic Studies	19	6		13.33				
	Literacy								
	Total ABE Non-Credit	**30**	**79**		**36.24**	**3**	**48**		**9.50**
TOTAL ADULT BASIC EDUCATION		**67**	**128**		**78.23**	**61**	**54**		**54.91**
UNIVERSITY	***Total University***								
TOTAL ENROLMENT		85	153	51	101.15	61	94	48	61.43

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

****Note: Canora Campus includes Kamsack & area**

ENROLMENT BY PROGRAM

Table 1B - Enrolment by Program Groups for ESTERHAZY Campus

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	0	0		11.36	0	13		9.58
	Other								
	Apprenticeship & Trade	36	10		17.07	46	0		17.07
	Total Institute Credit	**36**	**10**		**28.43**	**46**	**13**		**26.65**
	Industry Credit:								
	Total Industry Credit	**0**	**1**	**139**	**2.50**	**0**	**9**	**390**	**6.96**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit	**0**	**54**	**2,534**	**21.57**	**0**	**14**	**3,536**	**22.74**
TOTAL SKILLS TRAINING		**36**	**65**	**2,673**	**52.50**	**46**	**36**	**3,936**	**56.35**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	0	366		124.37	0	441		162.07
	Adult 10								
	Academic GED								
	Total ABE Credit	**0**	**366**		**124.37**	**0**	**441**		**162.07**
	ABE Non-Credit:								
	Employability/Life Skills	0	14		4.13	0	12		1.50
	English Language Training	0	56		11.78	0	34		5.73
	General Academic Studies	0	6		0.31				
	Literacy								
	Total ABE Non-Credit	**0**	**76**		**16.22**	**0**	**46**		**7.23**
TOTAL ADULT BASIC EDUCATION		**0**	**442**		**140.59**	**0**	**487**		**169.30**
UNIVERSITY	***Total University***								
TOTAL ENROLMENT		**36**	**507**	**2,673**	**193.09**	**46**	**523**	**3,926**	**225.65**

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

****NOTE: The "Online" Adult 12 program is entered under the Esterhazy Campus.**

ENROLMENT BY PROGRAM

Table 1C - Enrolment by Program Groups for FORT QU'APPELLE Campus

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	2	2		3.11	13	27		24.61
	Other								
	Apprenticeship & Trade								
	Total Institute Credit	**2**	**2**		**3.11**	**13**	**27**		**24.61**
	Industry Credit:								
	Total Industry Credit	**0**	**10**	**7**	**1.20**	**0**	**19**	**32**	**1.99**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit								
TOTAL SKILLS TRAINING		**2**	**12**	**7**	**4.31**	**13**	**46**	**32**	**26.60**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	21	14		19.60	20	17		17.09
	Adult 10	22	3		16.54	16	13		15.49
	Academic GED	0	4		0.03	0	10		0.00
	Total ABE Credit	**43**	**21**		**36.17**	**36**	**40**		**32.58**
	ABE Non-Credit:								
	Employability/Life Skills	41	31		37.04	50	139		47.24
	English Language Training								
	General Academic Studies								
	Literacy	0	15		0.88	0	14		0.99
	Total ABE Non-Credit	**41**	**46**		**37.91**	**50**	**153**		**48.23**
TOTAL ADULT BASIC EDUCATION		**84**	**67**		**74.08**	**86**	**193**		**80.81**
UNIVERSITY	***Total University***	**14**	**1**		**15.10**	**8**	**5**		**9.20**
TOTAL ENROLMENT		100	80	7	93.49	107	244	32	116.61

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

ENROLMENT BY PROGRAM

Table 1D - Enrolment by Program Groups for MELVILLE Campus

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	12	10		24.94	12	1		13.11
	Other	16	42	97	17.69	17	170	56	30.36
	Apprenticeship & Trade								
	Total Institute Credit	**28**	**52**	**97**	**42.63**	**29**	**171**	**56**	**43.47**
	Industry Credit:								
	Total Industry Credit	**0**	**22**	**27**	**2.08**	**0**	**41**	**14**	**3.70**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit	**0**	**100**	**56**	**4.73**	**0**	**0**	**82**	**1.67**
TOTAL SKILLS TRAINING		**28**	**174**	**180**	**49.44**	**29**	**212**	**152**	**48.84**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	9	4		8.00	12	7		10.89
	Adult 10	9	3		8.46	8	3		6.52
	Academic GED	0	3		0.02	0	9		0.00
	Total ABE Credit	**18**	**10**		**16.48**	**20**	**19**		**17.41**
	ABE Non-Credit:								
	Employability/Life Skills								
	English Language Training	0	10		0.35				
	General Academic Studies								
	Literacy	0	8		0.68	0	11		0.59
	Total ABE Non-Credit	**0**	**18**		**1.03**	**0**	**11**		**0.59**
TOTAL ADULT BASIC EDUCATION		**18**	**28**		**17.51**	**20**	**30**		**18.00**
UNIVERSITY	***Total University***								
TOTAL ENROLMENT		46	202	180	66.95	49	242	152	66.84

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

ENROLMENT BY PROGRAM

Table 1E - Enrolment by Program Groups for YORKTON Campus

		Actuals							
		2014-2015				2015-2016			
	Program Groups	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytech	175	121	2	188.25	152	115	0	236.59
	Other	0	0	7	0.25	17	0	0	23.21
	Apprenticeship & Trade								
	Total Institute Credit	**175**	**121**	**9**	**188.50**	**169**	**115**	**0**	**259.80**
	Industry Credit:								
	Total Industry Credit	**0**	**115**	**487**	**22.29**	**0**	**27**	**431**	**9.17**
	Non-Credit *(Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)*								
	Total Non-Credit	**0**	**77**	**142**	**9.05**	**0**	**68**	**145**	**10.19**
TOTAL SKILLS TRAINING		**175**	**313**	**638**	**219.84**	**169**	**210**	**576**	**279.16**
ADULT BASIC EDUCATION	**ABE Credit:**								
	Adult 12	60	38		61.35	85	60		90.20
	Adult 10	40	28		35.68	51	25		31.97
	Academic GED	0	1		0.01				
	Total ABE Credit	**100**	**67**		**97.04**	**136**	**85**		**122.17**
	ABE Non-Credit:								
	Employability/Life Skills	36	86		71.86	14	157		68.52
	English Language Training	0	116		25.27	0	94		16.08
	General Academic Studies	0	23		1.33	0	35		1.74
	Literacy	1	32		3.64	0	16		1.53
	Total ABE Non-Credit	**37**	**257**		**102.1**	**14**	**302**		**87.87**
TOTAL ADULT BASIC EDUCATION		**137**	**324**		**199.14**	**150**	**387**		**210.04**
UNIVERSITY	***Total University***	**79**	**108**		**91.80**	**104**	**102**		**115.70**
TOTAL ENROLMENT		391	745	638	510.78	423	699	576	604.90

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual
FLE – Full Load Equivalent

Table 2 - Equity Participation Enrolments by Program Groups for the Whole College

		Actuals																							
		2014-2015												2015-2016											
	Program Groups	Aboriginal			Visible Minority			Disability			Total Enrolment			Aboriginal			Visible Minority			Disability			Total Enrolment		
		FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
SKILLS TRAINING	**Institute Credit:**																								
	Sask Polytech	66	16	0	9	8	0	3	4	0	207	158	1	49	44	1	3	6	1	5	4	0	177	181	5
	Other	0	4	3	0	0	0	1	0	0	16	43	102	2	8	0	1	1	0	0	0	1	34	170	56
	Apprenticeship & Trade	2	1	0	1	0	0	0	0	0	36	10	0	2	0	0	1	0	0	0	0	0	46	0	0
	Total Institute Credit	**68**	**21**	**3**	**10**	**8**	**0**	**4**	**4**	**0**	**259**	**211**	**103**	**53**	**52**	**1**	**5**	**7**	**1**	**5**	**4**	**1**	**257**	**351**	**61**
	Industry Credit:																								
	Total Industry Credit	**0**	**37**	**57**	**0**	**4**	**9**	**0**	**3**	**9**	**0**	**142**	**689**	**0**	**49**	**87**	**0**	**4**	**13**	**0**	**2**	**10**	**0**	**116**	**883**
	Non-Credit (Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)																								
	Total Non-Credit	**0**	**7**	**157**	**0**	**3**	**41**	**0**	**1**	**21**	**0**	**232**	**2,724**	**0**	**3**	**226**	**0**	**1**	**71**	**0**	**0**	**39**	**0**	**82**	**3,760**
TOTAL SKILLS TRAINING		**68**	**65**	**217**	**10**	**15**	**50**	**4**	**8**	**30**	**259**	**585**	**3,516**	**53**	**104**	**314**	**5**	**12**	**85**	**5**	**6**	**50**	**257**	**549**	**4,704**
ADULT BASIC EDUCATION	**Adult Basic Education Credit:**																								
	Adult 12	83	125		2	26		13	22		113	420		120	141		4	31		15	25		153	511	
	Adult 10	78	43		3	3		18	3		85	50		84	38		5	1		9	3		97	41	
	Academic GED	0	22		0	0		0	3		0	28		0	14		0	0		0	2		0	19	
	Total ABE Credit	**161**	**190**		**5**	**29**		**31**	**28**		**198**	**498**		**204**	**193**		**9**	**32**		**24**	**30**		**250**	**571**	
	Adult Basic Education Non-Credit:																								
	Employability/ Life Skills	79	166		3	5		3	12		88	186		64	302		1	16		2	16		67	355	
	English Language Training	0	1		0	21		0	0		0	182		0	1		0	14		0	0		0	128	
	General Academic Studies	19	16		0	2		2	4		19	35		0	15		0	1		0	1		0	35	
	Literacy	1	31		0	4		1	9		1	55		0	28		0	2		0	6		0	41	
	Total ABE Non-Credit	**99**	**214**		**3**	**32**		**6**	**25**		**108**	**458**		**64**	**346**		**1**	**33**		**2**	**23**		**67**	**559**	
TOTAL ADULT BASIC EDUCATION		**260**	**404**		**8**	**61**		**37**	**53**		**306**	**956**		**268**	**539**		**10**	**65**		**26**	**53**		**317**	**1,130**	
UNIVERSITY	***Total University***	**28**	**29**		**4**	**6**		**3**	**2**		**93**	**109**		**35**	**24**		**3**	**6**		**2**	**2**		**112**	**107**	
TOTAL ENROLMENT		**356**	**498**	**217**	**22**	**82**	**50**	**44**	**83**	**30**	**658**	**1,650**	**3,516**	**356**	**667**	**314**	**18**	**83**	**85**	**33**	**61**	**50**	**686**	**1,786**	**4,704**

2015-16 Results as of October 31, 2016

Note for Table 2 & 4: Equity statistics are voluntary and only students willing to declare were reported.

PT – Part-time
FT- Full-time
Cas – Casual

Table 3 - Student Success by Program Groups for the Whole College

		Actuals																					
		2014-2015												2015-2016									
	Program Groups	Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training			Total Students Completed			Total Students Graduated			Total Employed			Total Going to Further Training		
		FT	PT	Cas	FT	PT	Cas	FT	PT		FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training	**Institute Credit:**																								
	Sask Polytech	15	138	1	136	22	0	56	9		24	8		29	118	5	119	40	0	75	12	0	21	4	0
	Other Supplier	5	43	96	11	1	6	8	0		2	0		6	170	56	27	0	0	15	1	0	7	0	0
	Apprenticeship & Trade	1	0	0	35	10	0						1	0	0	45	0	0							
	Total Institute Credit	**21**	**181**	**97**	**182**	**33**	**6**	**64**	**9**		**26**	**8**		**36**	**288**	**51**	**191**	**40**	**0**	**90**	**13**	**0**	**28**	**4**	**0**
	Industry Credit:																								
	Total Industry Credit	**0**	**6**	**19**	**0**	**129**	**674**						0	**7**	**17**	**0**	**110**	**866**							
	Non-Credit (Industry Non-Credit, Community/Individual Non-Credit, Personal Interest Non-Credit)																								
	Total Non-Credit	**0**	**232**	2,724									0	**82**											
TOTAL SKILLS TRAINING		**21**	**419**	2,840	**182**	**162**	680	**64**	**9**		**26**	**8**		**36**	**377**	3,838	**191**	**150**	866	**90**	**13**	0	**28**	**4**	0
Adult Basic Education	**Adult Basic Education Credit:**																								
	Adult 12	64	316		23	12		20	121		49	57		66	415		58	3		38	146		51	63	
	Adult 10	18	5		43	5		4	0		46	6		31	3		37	4		7	3		44	2	
	Academic GED	0	14		0	8		0	5		0	3		0	0		0	19		0	8		0	6	
	Total ABE Credit	**82**	**335**		**66**	**25**		**24**	**126**		**95**	**66**		**97**	**418**		**95**	**26**		**45**	**157**		**95**	**71**	
	Adult Basic Education Non-Credit:																								
	Employability/ Life Skills	70	143					27	29		3	32		40	290					10	77		7	53	
	English Language Training	0	113					0	0		0	0		0	79										
	General Academic Studies	11	30					0	16		8	1		0	33					0	18		0	2	
	Literacy	1	40					0	10		1	12		0	33					0	13		0	10	
	Total ABE Non-Credit	**82**	**326**					**27**	**55**		**12**	**45**		**40**	**435**					**10**	**108**		**7**	**65**	
TOTAL ADULT BASIC EDUCATION		**164**	**661**		**66**	**25**		**51**	**181**		**107**	**111**		**137**	**853**		**95**	**26**		**55**	**265**		**102**	**136**	
UNIVERSITY	***Total University***	**92**	**106**											**99**											
TOTAL ENROLMENT		277	1,186	2,840	248	187	680	115	190	0	133	119	0	285	1,329	3,838	286	176	866	145	278	0	130	140	0

2015-16 Results as of October 31, 2016

Completed = the total number of students who completed course requirements or remained to the end of the program.
Graduated = the number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry.

Notes for Tables 3 & 4

- We do not 'Graduate' University and part-time institute credit programs, all are under completed columns for both academic years.
- We do not do follow-up for University, apprenticeship, part-time institute credit, skills training non-credit, and short study industry credit programs.
- When program sessions are scheduled over two program years, the student success is reported in the year the program session ends.
- If more than one type of follow-up is reported for an individual in a program group, enrolment is counted once and they are counted once under each type of follow-up.

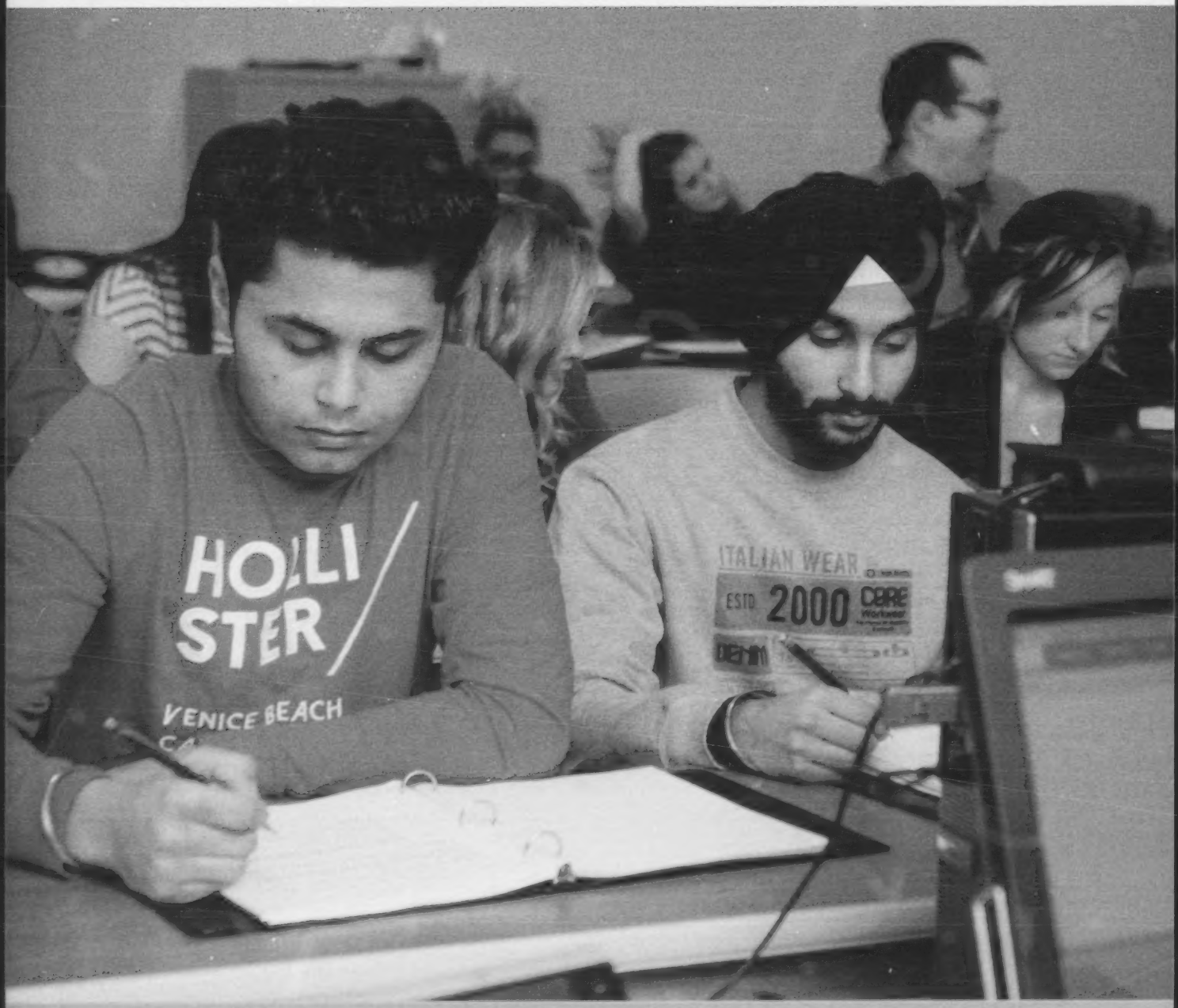
Table 4 - Equity Participation Completers & Graduates by Program Groups for Whole College

	Program Groups	Actuals																		
		2014-2015									2015-2016									
		Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority			Disability		
SKILLS TRAINING		E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
	Institute Credit:																		
	Sask Polytech	82	15	35	17	9	6	7	4	1	94	23	40	10	5	3	9	2	7
	Other	7	7	0	0	0	0	1	0	1	10	10	0	2	1	1	1	1	0
	Apprenticeship & Trade	3	1	2	1	0	1	0	0	0	2	1	1	1	0	1	0	0	0
	Total Institute Credit	**92**	**23**	**37**	**18**	**9**	**7**	**8**	**4**	**2**	**106**	**34**	**41**	**13**	**6**	**5**	**10**	**3**	**7**
	Industry Credit:																		
	Total Industry Credit	**94**	**3**	**84**	**13**	**1**	**11**	**12**	**0**	**11**	**136**	**9**	**128**	**17**	**0**	**17**	**12**	**0**	**12**
	Non-Credit (Industry Non-Credit, Community/ Individual Non-Credit, Personal Interest Non-Credit)																		
	Total Non Credit	**164**	**164**	**0**	**44**	**44**	**0**	**22**	**22**	**0**	**229**	**229**	**0**	**72**	**72**	**0**	**39**	**39**	**0**
TOTAL SKILLS TRAINING		**350**	**190**	**121**	**75**	**54**	**18**	**42**	**26**	**13**	**471**	**272**	**169**	**102**	**78**	**22**	**61**	**42**	**19**
ADULT BASIC EDUCATION	**Adult Basic Education Credit:**																		
	Adult 12	208	128	19	28	22	1	35	21	5	261	139	45	35	27	1	40	21	5
	Adult 10	121	21	43	6	1	1	21	5	9	122	28	36	6	2	1	12	2	1
	Academic GED	22	12	5	0	0	0	3	1	1	14	0	14	0	0	0	2	0	2
	Total ABE Credit	**351**	**161**	**67**	**34**	**23**	**2**	**59**	**27**	**15**	**397**	**167**	**95**	**41**	**29**	**2**	**54**	**23**	**8**
	Adult Basic Education Non-Credit:																		
	Employability/Life Skills	245	192		8	7		15	11		366	283		17	12		18	15	
	English Language Training	1	1		21	15		0	0		1	1		14	9		0	0	
	General Academic Studies	35	22		2	2		6	4		15	13		1	1		1	0	
	Literacy	32	20		4	3		10	8		28	20		2	2		6	3	
	Total ABE Non-Credit	**313**	**235**	**0**	**35**	**27**	**0**	**31**	**23**	**0**	**410**	**317**	**0**	**34**	**24**	**0**	**25**	**18**	**0**
TOTAL ADULT BASIC EDUCATION		**664**	**396**	**67**	**69**	**50**	**2**	**90**	**50**	**15**	**807**	**484**	**95**	**75**	**53**	**2**	**79**	**41**	**8**
UNIVERSITY	***Total University***	**57**	**55**	**0**	**10**	**10**	**0**	**5**	**5**	**0**	**59**	**57**	**0**	**9**	**9**	**0**	**4**	**4**	**0**
TOTAL ENROLMENT		1,071	641	188	154	114	20	137	81	28	1,337	813	264	186	140	24	144	87	27

2015-16 Results as of October 31, 2016

PT – Part-time
FT- Full-time
Cas – Casual

E = total enrolment
C = completers (the total number of students who completed course requirements or remained to the end of the program).
G = graduates (the total number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry).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HUMAN RESOURCES

STAFFING

Human Resources assists applicants and employees with all phases of the employment process from recruitment, interviewing, selection, and evaluation of employees. Human Resources helps foster strong relationships with employees by providing a high level of expertise and support. Parkland College employed 96 full time equivalent (FTE) positions and 225 employees in 2015-2016.

PERFORMANCE MANAGEMENT

The improved and modernized performance management process has directly improved completion rates of Annual Reviews. Human Resources led a 360 Degree performance feedback activity for employees in supervisory positions.

PROFESSIONAL DEVELOPMENT

Parkland College is committed to lifelong learning. We continued to budget 1.5% of salaries for training and education opportunities for employees. Six employees participated in an International project in Jamaica, three employees participated in an International project in Belize, and one employee participated in an International project in Tanzania.

EMPLOYEE ENGAGEMENT AND EMPOWERMENT

Parkland College conducted an Employee Engagement survey in October 2015. The results identified that 79% of employees are positively engaged at work.

STAFF RECOGNITION

Seventeen employees received service awards at the Annual Staff Recognition event. The event recognizes employees for their dedication, commitmen, and service to adult education and our organization.

RETENTION

Parkland College retained 96% of our employees in 2015-2016. This reflects a positive work environment and culture, and underscores our efforts to create a workplace where employees Join, Stay, Perform, and Adapt.

FULL TIME EQUIVALENT CHART

Position & Classification	# of Employees	F.T.E.s
Executive		
President	1	1.0
Director, Academics & Student Services	1	1.0
Director, Training & Business Development	1	1.0
Director, Advancement	1	1.0
Associate Director, Administration	1	1.0
Director, Human Resources	1	1.0
Human Resource Generalist	2	1.0
Director, Finance	2	1.3
Executive Assistant	1	0.8
Employees		
Counsellor Level 8	1	1.00
IT Manager Level 7	1	1.00
Coordinators Level 7	11	8.48
Coordinators Level 6	3	1.70
Counsellor Level 7	9	5.73
Business & Training Representatives Level 6	2	1.60
Facilitator Level 6	24	5.77
Senior Admissions Officer	1	0.97
Accounting Tech Level 5	1	0.97
Payroll Clerk Level 4	1	0.39
Accounting Clerk Level 4	1	0.97
Accounting Clerk Level 1	1	0.15
System Administrator Level 6	1	1.00
Network Administrator Level 5	1	1.00
Registration Clerk Level 5	1	1.00
Communications Officer, Level 5	0	0.00
Program Assistant, Level 4	10	8.24
Clerical Level 3	11	5.37
Janitor, Level 3	1	1.00
Janitor, Level 2	4	2.46
Instructors and Aides	132	37.76
Total	*228*	*95.66*

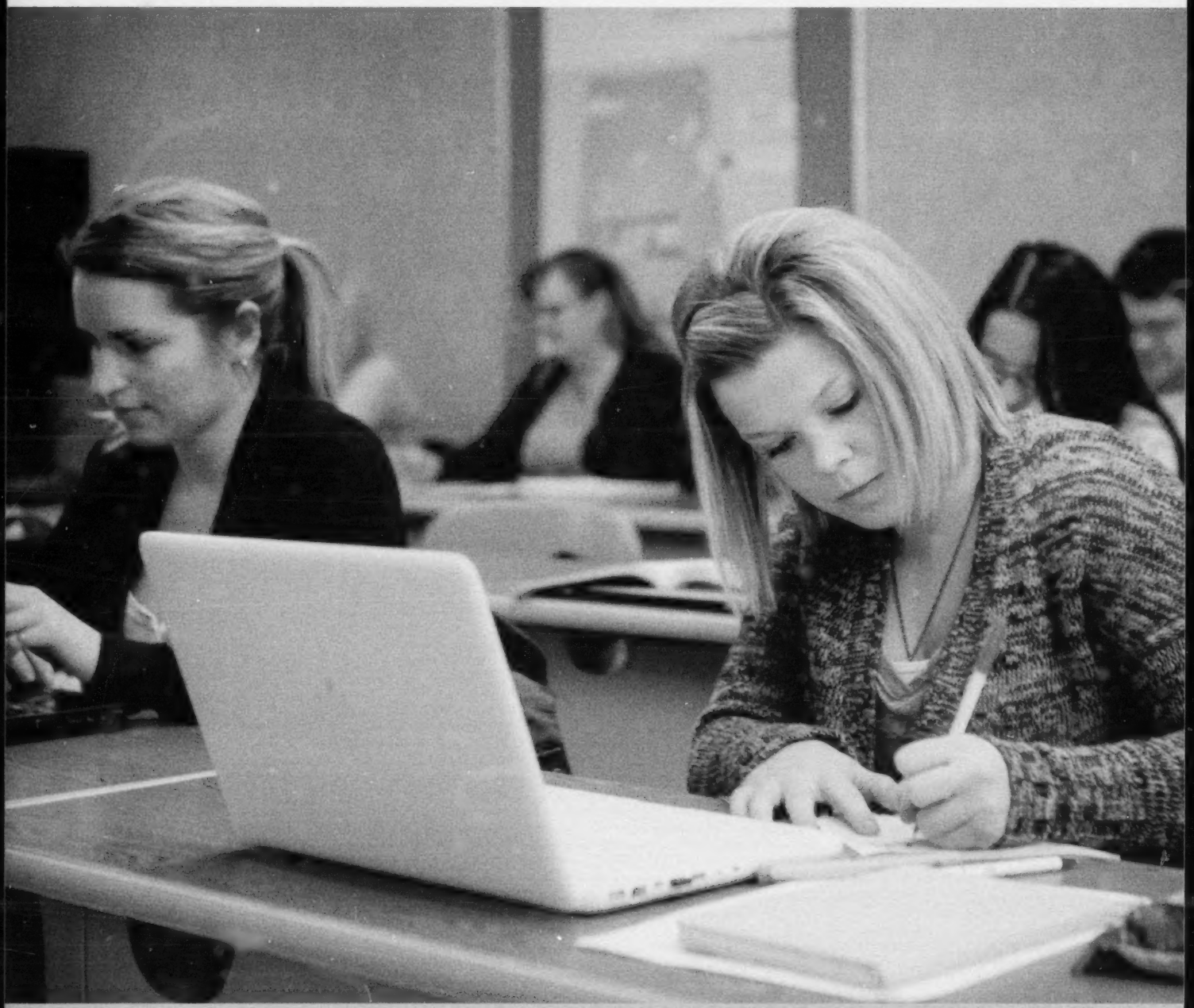
Non-credit instructors are not included.

EMPLOYEE LIST

Adams, Paul	Janitor
Aitken, William	Instructor, Fire
Allary, Anthony	Facilitator
Allin, Lindsay	Instructor, Early Childhood Education
Alstad, Roxanne	Program Assistant
Anweiler, Kerilyn	Receptionist
Badger, Delores	Counselor
Baggett, Angela	Instructor, Early Childhood Education
Banga, Linda	Instructor, Adult Basic Education
Beddome, George	Instructor, Adult Basic Education
Benjamin, Patricia	Receptionist
Berard, Rhonda	Instructor, Early Childhood Education
Bewcyk, Mike	Facilitator
Bielka, James	Casual Relief
Blommaert, Debbie	Casual Relief
Bobowski, Carol	Head Counsellor
Boese, Kevin	Instructor
Bothner, Angela	Instructor, Business
Boychuk, Lisa	Instructor Aide
Broda, Maureen	Registrar
Brouillard, Venessa	Payroll Clerk
Brown, Debra	Casual Relief
Brown, Connie	Coordinator, Post Secondary Programs
Brown, Juanita	Facilitator
Buchholzer, Elaine	Program Assistant
Burback, Amanda	Instructor
Cadieux de Larios, Lisa	Instructor, Adult Basic Education
Ceaser, Florence	Invigilator
Cole-Gayle, Maria	Coordinator, Essential Skills (leave)
Crocker, Tracy	Instructor, Practical Nursing
Cymbalisty, Irene	Instructor, Practical Nursing
Dales, Jean	Instructor, Early Childhood Education
Datema, Jill	Program Assistant
Decelles, Donna	Counselor
Dedman, David	Instructor, Business
Degryse, Catherine	Instructor, Office Administration
DePape, Kami	Director, Academics & Student Services
Dietrich, Lisa	Executive Assistant
Donalds, Michelle	Instructor, Adult Basic Education Online
Doupe, Carma Lee	Facilitator
Drosky, Shane	Instructor, Fire
Dubidad, Matthew	Instructor, Business
Dubreuil, Alison	Director, Human Resources
Dudley, Shannon	Instructor Aide
Dumalski, Elisa	Instructor Aide
Dzuba, Michelle	Instructor, Adult Basic Education
Dzuba, Carla	Instructor Aide
East, Kevin	Instructor, Business
Eckhart, Michelle	Counselor
Eisner, Brenda	Facilitator
Elliott, Dorothy	Instructor, Adult Basic Education
Erickson, Ken	Counselor
Evanik, Jennifer	Receptionist
Evans, Barbara	Instructor, Practical Nursing
Evans, Sharon	Program Assistant
Everitt, Jason	Instructor, Fire
Fedorowich, Eugene	Instructor, Business
Ferguson, Raymond	Instructor, Fire
Frankfurt, Shawn	Instructor, Fire
Fraser-Bailey, Katherine	Janitor
Gabriel, Tracy	Instructor, Practical Nursing
Galli, Alexandra	Instructor, Practical Nursing
Gessner, Mavis	Instructor, Business
Glowa, Rosemarie	Counselor
Glowa, Jason	Instructor, Fire
Gorchynski, Gail	Coordinator, Essential Skills
Gregory, Gwen	Facilitator
Gulash, Kurt	Instructor, Fire
Hall, Michael	Coordinator, Research
Haskell, Ronald	Instructor, Power Engineering
Heshka, Linda	Coordinator, Adult Basic Education
Hnatuik, Sandra	Program Assistant
Hnidey, Mitch	Instructor Aide
Hoeft, David	Instructor, Business
Holstein, Dale	Coordinator, Trades
Hourd, Ed	Training & Business Representative
Hozjan, Ron	Instructor
Hudym, Nick	Instructor, Industrial Mechanics
Hull, Jennifer	Janitor
Hulse, Elaine	Coordinator, Research
Hutton, Roy	Instructor Aide
Ives, Patricia	Instructor, Adult Basic Education
Jansen, Linda	Payroll Technician
Jensen, Alma	Program Assistant
Jolly-Maxie, Susan	Facilitator
Jordens, Elodie	Instructor, Business
Just, Jeffrey	Instructor, Industrial Mechanics
Kaeding, Michelle	Program Assistant
Karcha, Kurt	Network Administrator
Kashuba, Dwayne	Instructor
Kazakoff, Dean	Instructor, Electrical
Kerr, Neil	Facilitator
Ketchemonia, Lee	Casual Relief
Keyowski, Deborah	Receptionist
Klewchuk, Tyrone	Facilitator
Kobylko, Mandi	Human Resources Generalist (leave)
Kopan, Lonny	Instructor, Fire
Kosteroski, Christopher	Senior Admissions Officer
Kostyshyn, Sheldon	Systems Administrator
Kraynick, Karen	Instructor, Continuing Care Aide
Kyle-Zwirsky, Kimberly	Facilitator
Lacroix, Herb	Casual Relief
Landels, Darrell	Training & Business Representative
Lariviere, Michelle	Instructor Aide
Leppington, Dwight	Instructor, Industrial Mechanics
Linden, Cheryl	Receptionist
Lipoth, Sarah	Instructor Aide
Litvanyi, Greg	Instructor, Fire
Lockhart, Emma	Casual Relief
Lowes, Jennelle	Facilitator
MacDonald, Gordon	Instructor, Power Engineering
Machnee, Gwen	Coordinator, University & Applied Research
Marfleet, Cheryl	Instructor, Practical Nursing
Marshall, Deanna	Counselor
Maserek, Susan	Facilitator
Mathewson, Derek	Instructor, Adult Basic Education Online
Mathewson, Robin	Instructor Aide
Maupin, Karen	Instructor, Continuing Care Aide
McColl, Ginger	Instructor, English as an Additional Language
McDonald, Kathleen	Instructor, Adult Basic Education
McDowell, Eric	Instructor Aide
Merriam, Kimberly	Facilitator
Miller, Blaine	Instructor, Industrial Mechanics
Milligan, Erin	Casual Relief
Mogenson, Tyrone	Instructor, Fire
Montbriand, Krista	Instructor Aide
Moore, Terri-Lynn	Invigilator
Morris, Charlotte	Program Assistant
Morrison, Cam	Instructor, Power Engineering
Murdock, Brent	Associate Director, Administration

EMPLOYEE LIST CONTINUED

Murray, Ernest	Instructor, Fire
Muzyka, Dennis	Instructor, Industrial Mechanics
Nagy, Bradley	Instructor, Power Engineering
Neudorf, Gerald	Janitor
Neyedley, Donna	Facilitator
Nicholson, Fred	Instructor, Early Childhood Education
Nicolas, Dustin	Casual Relief
Niedzielski, Len	Casual Relief
Nixon, Vernon	Director, Finance
Nordin, Robert	Casual Relief
Parnetta, Courtney	Human Resources Generalist
Patenaude, Shawn	Instructor, Business
Patzwald, Garth	Instructor, Multi-Mechanical Trades
Penner, Nathaniel	Manager, Information Technology
Pollock, Oney	Instructor, Continuing Care Aide
Prokop, Katelynn	Instructor, English as an Additional Language
Prokop, Patricia	Instructor, Adult Basic Education
Propp, Brian	Invigilator
Puritch, Mel	Instructor, Power Engineering
Quewezance, Martha	Facilitator
Reader, Destiny	Instructor, Practical Nursing
Redman, Angela	Facilitator
Reeve, Dwayne	President
Ritchie, Stuart	Instructor, Power Engineering
Ritchie, Heather	Instructor Aide
Rittinger, Nichol	Instructor, Office Administration
Rohatensky, Jackie	Instructor, Practical Nursing
Rokosh, Sharon	Accounting Clerk
Rondeau, Michelle	Instructor, Practical Nursing
Rose, Brad	Instructor, Adult Basic Education
Rosowsky, Stephen	Director, Training & Business Development
Rosowsky, Constance	Facilitator
Rurak, Sharon	Program Assistant
Ryder, Kenneth	Receptionist
Sabo, Marsha	Facilitator
Sauser, Tamara	Instructor, Early Childhood Education
Schaworski, Barry	Instructor, Heavy Equipment Truck & Transport Tech
Scheffler, Jacqueline	Facilitator
Scutchings, Richard	Instructor, Heavy Equipment Operator
Selin, Raynold	Instructor, Industrial Mechanics
Shabatoski, Michelle	Instructor Aide
Shankowsky, Gwyneth	Counselor
Sharp, Mildred	Instructor, Continuing Care Aide
Shaw, James	Casual Relief
Shields, Sylvie	Receptionist
Shingoose-Sembhi, Patricia	Casual Relief
Shiplack, Kerri-Lynn	Instructor, Business
Shul, Bernice	Receptionist
Shumay, Charlene	Instructor
Spelay, David	Casual Relief
Springford, Katherine	Coordinator, Academics & Student Services
Stackhouse, Jennifer	Instructor Aide
Starr, Edith	Casual Relief
Starr, Gail	Counselor
Stevely, Terence	Instructor, Business
Stratechuk, Shelby	Casual Relief
Straub, Nicola	Instructor Aide
Streelasky, Carol	Instructor Aide
Strelioff, Phyllis	Instructor Aide
Sylvester, Brad	Facilitator
Taylor, Margaret	Casual Relief
Thompson, Sharon J	Receptionist
Thompson, Donald	Instructor Aide
Tocker, Terry	Instructor, English as an Additional Language
Tomolak, Joe	Casual Relief
Toth, William	Instructor, Business
Trebish, Katherine	Instructor, Adult Basic Education Online
Unrau, Sigrid	Casual Relief
Unrau, Amanda	Instructor Aide
Usenkova, Eleonora	Instructor, English as an Additional Language
Vincent, Anita	Coordinator, Essential Skills
Viner, Piter	Instructor, Electrical
Virostek, Christine	Director, Finance (leave)
Vranai, Donna	Coordinator, Emergency Services
Wagner, Brendan	Coordinator, Corporate & Internal Engagement
Waldbauer, Twyla	Instructor, Early Childhood Education
Walker-Dubidad, Peleshia	Instructor
Wallace, Earl	Janitor
Wark, Cal	Facilitator
Wasylyniuk, Karrie	Casual Relief
Waugh, Betty-Anne	Receptionist
Weinheimer, Susan	Counselor
Weston, Scott	Instructor, Fire
Whiting, D.Jill	Casual Relief
Wilkins, Tanya	Casual Relief
Wilson, WendyLee	Coordinator, Post Secondary Programs
Wishlow, Karen	Casual Relief
Wolkowski, Cynthia	Program Assistant
Wong, Gabriel	Instructor Aide
Woodrich-Sramek, Samantha	Instructor, Practical Nursing
Wylie, Ruth	Instructor Aide
Yacishyn, Geraldine	Instructor, Adult Basic Education
Young, William	Instructor, Fire
Yuzicapi, Dianne	Facilitator
Zaharia, Darcy	Instructor, Business
Zorn, Carolee	Instructor, Practical Nursing
Zurburg, Richard	Facilitator



FINANCIAL STATEMENTS

I. Statement of Management Responsibility 36
II. Auditors' Report 37
III. Statement of Financial Position 38
IV. Statement of Operations 39
V. Statement of Changes in Net Assets 40
VI. Statement of Cash Flows 41
VII. Notes to Financial Statements 42
VIII. Schedule of Revenues & Expenses 62
IX. Schedule of Revenues by Function 63
X. Schedule of Expenses by Function 64
XI. Schedule of General Expenses 65

I. STATEMENT OF RESPONSIBILITY

PARKLAND COLLEGE

YOUR Answer...

Melville Administration
Box 790, 200 Block, 9th Avenue East
Melville, SK, S0A 2P0
Ph: (306) 728-4471 Fax: (306) 728-2576

Statement of Management Responsibility

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the format specified in the Regional Colleges Accounting and Reporting Manual issued by the Ministry of Advanced Education, and are in compliance with the provisions of legislation and related authorities. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the management has developed and maintains a system of internal control designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Directors of the College is responsible for the review and approval of the consolidated financial statements, and ensures management fulfils its financial reporting responsibilities. The Board meets with management and, as required, with the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Board with and without the presence of management.

The consolidated financial statements have been audited by Miller Moar Grodecki Kreklewich & Chorney, Chartered Professional Accountants. The external auditors conduct an independent examination in accordance with Canadian auditing standards and express their opinion on the consolidated financial statements. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and provides their opinion on the fairness of the presentation of the information in the consolidated financial statements.

President

Acting Director of Finance

September 27, 2016

www.parklandcollege.sk.ca
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Canora, SK, S0A 0L0
Tel: 306.563.6806

Box 350, 501 Kennedy Drive
Esterhazy, SK, S0A 0X0
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Fort Qu'Appelle, SK, S0G 1S0
Tel: 306.332.5416

Box 790, 200 Block 9th Avenue East
Melville, SK, S0A 2P0
Tel: 306.728.4471

200 Prystai Way
Yorkton, SK, S3N 4G4
Tel: 306.783.6566

II. AUDITORS' REPORT

Miller Moar Grodecki Kreklewich & Chorney
Chartered Professional Accountants

INDEPENDENT AUDITORS' REPORT

To Members of the Board
Parkland College
MELVILLE, Saskatchewan

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of the Parkland College which comprise the statement of financial position as at June 30, 2016 and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

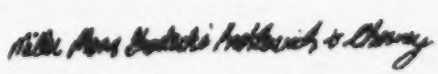
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Parkland College as at June 30, 2016 and the results of its consolidated operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



MILLER MOAR GRODECKI KREKLEWICH & CHORNEY
Chartered Professional Accountants

Melville, Saskatchewan
September 27, 2016

III. STATEMENT OF FINANCIAL POSITION

Statement 1

Parkland College
Consolidated Statement of Financial Position
as at June 30, 2016

	30-Jun 2016	30-Jun 2015
Financial Assets		
Cash and cash equivalents (Note 3)	$ 5,024,695	$ 4,606,718
Accounts receivable (Note 4)	1,038,972	952,602
Portfolio investments (Note 5)	5	590,606
Total Financial Assets	6,063,672	6,149,926
Liabilities		
Bank indebtedness (Note 6)	-	650,000
Accrued salaries and benefits (Note 7)	407,063	372,621
Accounts payable and accrued liabilities (Note 8)	412,058	2,963,210
Deferred revenue (Note 9)	587,894	463,064
Liability for employee future benefits (Note 10)	262,100	260,600
Short-term debt (Note 12)	4,100,000	-
Long-term debt (Note 11)	137,666	7,973
Total Financial Liabilities	5,906,781	4,717,468
Net Financial Assets	156,891	1,432,458
Non-Financial Assets		
Tangible capital assets (Note 13)	22,604,417	19,186,875
Prepaid expenses (Note 14)	458,772	289,513
Total Non-Financial Assets	23,063,189	19,476,388
Accumulated Surplus (Note 19)	$ 23,220,080	$ 20,908,846
Accumulated Surplus is comprised of:		
Accumulated surplus from operations	$ 23,220,080	$ 20,908,846
Total Accumulated Surplus	$ 23,220,080	$ 20,908,846

Contractual Obligations and Commitments (Note 20)

The accompanying notes and schedules are an integral part of these financial statements

On behalf of the Board:

Director

Director/CFO

IV. STATEMENT OF OPERATIONS

Statement 2

Parkland College
Consolidated Statement of Operations and Accumulated Surplus
for the year ended June 30, 2016

	2016 Budget (Note 17)	2016 Actual	2015 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	$ 6,844,697	$ 7,256,762	$ 6,721,127
Other	1,205,784	2,617,777	8,614,386
Federal government			
Other	314,479	687,384	276,648
Other revenue			
Contracts	1,890,994	2,572,652	2,510,509
Interest	25,000	44,385	59,189
Rents	74,700	15,875	9,675
Resale items	478,609	286,972	246,974
Tuitions	3,229,838	2,567,855	2,103,069
Donations	297,134	615,495	3,560,275
Other	1,000,578	418,632	508,483
Total revenues	15,361,813	17,083,789	24,610,335
Expenses (Schedule 3)			
General	6,127,818	5,983,220	4,071,704
Skills training	5,087,143	4,674,502	4,419,181
Basic education	3,757,627	2,991,609	2,920,394
University	791,591	637,525	616,168
Services	286,308	292,732	321,110
Scholarships	287,928	192,422	205,763
Development	200,000	545	462
Total expenses	16,538,415	14,772,555	12,554,782
Surplus (Deficit) for the Year from Operations	(1,176,602)	2,311,234	12,055,553
Accumulated Surplus, Beginning of Year	20,908,846	20,908,846	8,853,293
Accumulated Surplus, End of Year	$ 19,732,244	$ 23,220,080	$ 20,908,846

The accompanying notes and schedules are an integral part of these financial statements

V. STATEMENT OF CHANGES IN NET ASSETS

Statement 3

Parkland College
Consolidated Statement of Changes in Net Financial Assets
as at June 30, 2016

	2016 Budget (Note 17)	2016 Actual	2015 Actual
Net Financial Assets, Beginning of Year	$ 1,432,458	$ 1,432,458	$ 2,615,267
Surplus for the Year from Operations	(1,176,602)	2,311,234	12,055,553
Acquisition of tangible capital assets	(5,135,712)	(5,103,250)	(13,527,012)
Proceeds on disposal of tangible capital assets	-	22,569	4,500
Net gain on disposal of tangible capital assets	-	-	(4,500)
Amortization of tangible capital assets	1,580,000	1,663,139	502,879
Acquisition (use) of prepaid expenses	90,000	(169,259)	(214,229)
	(3,209,856)	156,891	1,432,458
Net Remeasurement Gains (Losses)	-	-	-
Change in Net Financial Assets	(4,642,314)	(1,275,567)	(1,182,809)
Net Financial Assets, End of Year	$ (3,209,856)	$ 156,891	$ 1,432,458

The accompanying notes and schedules are an integral part of these financial statements

VI. STATEMENT OF CASH FLOWS

Statement 4

Parkland College
Consolidated Statement of Cash Flows
for the year ended June 30, 2016

	2016	2015
Operating Activities		
Surplus for the year from operations	$ 2,311,234	$ 12,055,553
Non-cash items included in surplus		
Amortization of tangible capital assets	1,663,139	502,879
Net loss on disposal of tangible capital assets	-	(4,500)
Changes in non-cash working capital		
(Increase) Decrease in accounts receivable	(86,370)	859,862
(Increase) Decrease in accrued salaries and benefits	34,442	(5,381)
(Decrease) Increase in accounts payable and accrued liabilities	(2,549,652)	1,103,886
Increase in deferred revenue	124,830	259,054
Increase in prepaid expenses	(169,259)	(214,230)
Cash Provided by Operating Activities	1,328,364	14,557,123
Capital Activities		
Cash used to acquire tangible capital assets	(5,103,250)	(13,527,012)
Proceeds on disposal of tangible capital assets	22,569	4,500
Cash Used by Capital Activities	(5,080,681)	(13,522,512)
Investing Activities		
Cash used to acquire portfolio investments	-	(265,266)
Proceeds from disposal of portfolio investments	590,601	259,141
Cash Provided (Used) by Investing Activities	590,601	(6,125)
Financing Activities		
Proceeds from issuance of long-term debt	4,272,632	-
Repayment of long-term debt	(42,939)	(47,836)
Cash Provided (Used) by Financing Activities	4,229,693	(47,836)
Increase in Cash and Cash Equivalents	1,067,977	980,650
Cash and Cash Equivalents, Beginning of Year	3,956,718	2,976,068
Cash and Cash Equivalents, End of Year	$ 5,024,695	$ 3,956,718
Represented on the Financial Statements as:		
Cash and cash equivalents	$ 5,024,695	$ 4,606,718
Bank indebtedness	-	(650,000)
Cash and Cash Equivalents, End of Year	$ 5,024,695	$ 3,956,718

The accompanying notes and schedules are an integral part of these financial statements

VII. NOTES TO THE FINANCIAL STATEMENTS

PARKLAND COLLEGE
Notes to the Consolidated Financial Statements
for the year ended June 30, 2016

1. PURPOSE AND AUTHORITY

Parkland College (College) offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act.*

The Board of the Parkland College is responsible for administering and managing the educational affairs of the College in accordance with the intent of *The Regional Colleges Act* and its regulations.

The College's objectives are to promote the social, economic and cultural development of the Parkland region of Saskatchewan by facilitating learning options and participating in community groups.

The College is exempt from the payment of income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

The College prepared these financial statements in accordance with Canadian public sector accounting standards (PSA).

Significant aspects of the accounting policies adopted by the College are as follows:

(a) College Reporting Entity

The consolidated financial statements include all of the assets, liabilities, revenues and expenses of the College reporting entity. The College reporting entity is comprised of the Parkland College and 580673 Saskatchewan Ltd., operating as Western Trade Training Institute (WTTI). All intercompany transactions have been eliminated.

(b) Measurement Uncertainty and the Use of Estimates

The preparation of financial statements in conformity with PSA standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Uncertainty in the determination of the amount at which an item is recognized or disclosed in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Measurement uncertainty that may be material to these financial statements exists for:

- the liability for employee future benefits of $262,100 (June 30, 2015 - $260,600) because actual experience may differ significantly from actuarial or historical estimations and assumptions;

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. While best estimates are used for reporting items subject to measurement uncertainty, it is reasonably possible that changes in future conditions, occurring within one fiscal year, could require material changes in the amounts recognized or disclosed.

(c) Financial Instruments

Financial instruments create rights and obligations to receive or deliver economic benefits. Financial instruments include cash and cash equivalents, accounts receivable, portfolio investments, bank indebtedness, accrued salaries and benefits, accounts payable and accrued liabilities.

Financial instruments are assigned to one of two measurement categories: fair value, or cost or amortized cost.

i) **Fair Value**
Fair value measurement applies to portfolio investments in equity and debt instruments that are quoted in an active market.

ii) **Cost or Amortized Cost**
All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Loans and receivables are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximates their fair value.

(d) Financial Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Valuation allowances are used where considered necessary to reduce the amounts reported for financial assets to their net realizable value.

Cash and Cash Equivalents consist of cash, bank deposits and highly liquid investments with initial maturity terms of three months or less and held for the purpose of meeting short-term operating cash commitments rather than for investing purposes.

Accounts Receivable are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. Valuation allowances are recorded where recovery is considered uncertain. Changes in valuation allowances are recorded in the statement of operations and accumulated surplus.

Portfolio Investments consist of debt investments quoted in an active market. These investments are reported at fair value, and any associated transaction costs are expensed upon initial recognition. Measurement gains or losses on fair value are recorded as income or expense on the consolidated statement of operations and accumulated surplus in the period the gain or loss occurs.

(e) Liabilities

Liabilities present obligations arising from transactions and events occurring prior to year end, which will be satisfied in the future through the use of assets or another form of economic settlement.

Bank Indebtedness is comprised of bank overdraft and short-term loans with initial maturities of one year or less, incurred for the purpose of financing current expenses.

Accrued Salaries and Benefits represents salaries and benefits owing to or on behalf of work performed by employees, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Accounts Payable and Accrued Liabilities include accounts payable and accrued liabilities owing to third parties for goods supplied and services rendered, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

Deferred Revenue from government transfers represents restricted grants with stipulations that give rise to a liability for which the stipulations have not yet been fulfilled. The revenue is recognized as the stipulation liabilities are settled. Deferred revenue from non-government sources represents revenue related to fees or services received in advance of the fee being earned or the services being performed, and other contributions for which the contributor has placed restrictions on the use of the resources. Tuition and fee revenue is recognized as the course is delivered, revenue from contractual services is recognized as the services are delivered, and revenue from other contributions is recognized in the fiscal year in which the resources are used for the purpose specified.

Liability for Employee Future Benefits represents non-vesting sick leave benefits that accrue to the College's employees. The cost of these benefits is

recorded as the benefits are earned by employees. The liability relating to these benefits is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of expected sick leave usage, discount rate, inflation, salary escalation, termination and retirement rates and mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Actuarial valuations are performed periodically. Extrapolations of these valuations are made when a valuation is not done in the current fiscal year.

Short-Term Debt is comprised of capital loans with a maturity of less than one year.

Long-Term Debt is comprised of capital loans and other long-term debt with initial maturities of more than one year. Long-term debt also includes capital lease obligations where substantially all of the benefits and risks incident to ownership are transferred to the College without necessarily transferring legal ownership. The amount of the lease liability recorded at the beginning of the lease term is the present value of the minimum lease payments, excluding the portion thereof relating to executory costs.

(f) Non-Financial Assets

Non-financial assets are assets held for consumption in the provision of services. These assets do not normally provide resources to discharge the liabilities of the College unless they are sold.

Tangible Capital Assets have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset.

The cost of depreciable tangible capital assets, net of any residual value, is amortized on a straight line basis over their estimated useful lives as follows:

Leasehold Improvements	10 years
Land Improvements	40 years
Buildings	20 years
Machinery and Equipment	5 - 10 years
Office Furnishings/equipment	10 years
Computer hardware	3 years
Vehicles	5 years
Leased capital assets	3 years

Write-downs are accounted for as expenses in the statement of operations.

Prepaid Expenses are prepaid amounts for goods or services which will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the goods or services are consumed.

(g) Employee Pension Plans

Employees of the College participate in the following pension plans:

Multi-Employer Defined Benefit Plans
The College's employees participate in one of the following multi-employer defined benefit plans:

i) Teachers who hold a valid certificate of qualifications or other authorization from the Ministry of Education participate in either the retirement plan of the Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP). The College's obligation for these plans is limited to collecting and remitting contributions of the employees at rates determined by the plans.

ii) Other employees participate in the Municipal Employees' Pension Plan (MEPP). In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

(h) Revenue Recognition

Revenues are recorded on the accrual basis. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

The College's major sources of revenue include the following:

i) **Government Transfers (Grants)**
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability.

ii) **Fees and Services**
Revenues from tuition fees and other services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation,

regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

iii) **Interest Income**
Interest is recognized on an accrual basis when it is earned.

iv) **Other (Non-Government Transfer) Contributions**
Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. Externally restricted contributions that are to be held in perpetuity are recognized as revenue in the year in which they are received or committed if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions that are not held in perpetuity are deferred until the resources are used for the purpose specified, at which time the contributions are recognized as revenue. In-kind contributions are recorded at their fair value when they are received.

(i) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

(j) Liability for Contaminated Sites

Liabilities associated with the remediation of contaminated sites as a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds the maximum acceptable concentrations under an environmental standard are recognized in the financial statements when the recognition criteria outlined in PS 3260 *Liability for Contaminated Sites* are met.

3. CASH AND CASH EQUIVALENTS

Due to the short-term nature of the investments, market value of cash and cash equivalents approximates cost.

	June 30 2016	June 30 2015
Cash and bank deposits	$ 5,024,695	$ 4,606,718
Cash and cash equivalents	**$ 5,024,695**	**$ 4,606,718**

4. ACCOUNTS RECEIVABLE

All accounts receivable presented on the statement of financial position are net of any valuation allowances for doubtful accounts.

	June 30 2016	June 30 2015
Provincial government:		
Advanced Education/Economy	$ -	$ 37,888
Other	124,187	9,187
Federal government	108,606	383
Other receivables	822,951	531,206
	1,055,744	958,644
Less: Allowance for doubtful accounts	(16,772)	(6,042)
Accounts receivable, net of allowances	**$ 1,038,972**	**$ 952,602**

5. PORTFOLIO INVESTMENTS

	June 30 2016		June 30 2015	
Portfolio Investments in the fair value category:	**Cost**	**Fair Value**	**Cost**	**Fair Value**
Mutual Funds	$ -	$ -	$ 590,601	$ 590,601
Credit Union Shares	5	5	5	5
Total portfolio investments reported at fair value	**5**	**5**	**590,606**	**590,606**
Total portfolio investments		**$ 5**		**$ 590,606**

6. BANK INDEBTEDNESS

Bank indebtedness consists of an operating credit facility with a maximum borrowing limit of $5,300,000 that bears interest at Bank prime rate less 0.80% per annum. This line of credit is authorized by a borrowing resolution by the Board and was approved by the Minister of Advanced Education on November 4, 2014. The balance drawn on the line of credit at June 30, 2016 was Nil (June 30, 2015 – $650,000). The balance in short-term debt on this facility was $4,100,000 (June 30, 2015 – Nil). See Note 12 for disclosure of the short-term debt.

7. ACCRUED SALARIES AND BENEFITS

	June 30 2016	June 30 2015
Accrued Salaries	$ 118,320	$ 133,472
Accrued Vacation	288,743	239,149
Accrued salaries and benefits	**$ 407,063**	**$ 372,621**

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2016	June 30 2015
Accounts payable	$ 375,650	$ 2,897,167
Scholarships	15,041	36,069
Other	21,367	29,974
Accounts payable and accrued liabilities	**$ 412,058**	**$ 2,963,210**

9. DEFERRED REVENUE

	June 30 2015	Addition during the year	Revenue recognized in the year	June 30 2016
Other deferred revenue:				
Student tuitions	$ 402,493	$ 578,759	$ 400,993	$ 580,259
Other	60,571	7,635	60,571	7,635
Deferred revenue	**$ 463,064**	**$ 586,394**	**$ 461,564**	**$ 587,894**

10. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

The College provides certain post-employment, compensated absence and termination benefits to its employees. These benefits include accumulating non-vested sick leave. Significant assumptions include the discount rates based on the Saskatchewan provincial bond yields with similar maturities at the respective disclosure dates. The liability associated with these benefits is calculated as the present value of expected future payments pro-rated for service and is recorded as Liability for Employee Future Benefits in the statement of financial position.

Details of the employee future benefits are as follows:

	June 30 2016	June 30 2015
Actuarial valuation date	30-Jun-15	30-Jun-15
Long-term assumptions used:		
Salary escalation rate (percentage)	1.50%	1.75%
Discount rate (percentage)	2.30%	2.30%
Inflation rate (percentage)	Nil	Nil
Expected average remaining service life (years)	10.1	8.75

Liability for Employee Future Benefits	**June 30 2016**	**June 30 2015**
Accrued Benefit Obligation - beginning of year	**$ 267,800**	**$ 250,300**
Current period benefit cost	34,500	46,900
Interest cost	4,800	7,100
Benefit payments	(38,600)	(41,000)
Actuarial gains / Losses	(53,500)	4,500
Accrued Benefit Obligation - end of year	**215,000**	**267,800**
Unamortized Net Actuarial Gains / Losses	**47,100**	**(7,200)**
Liability for Employee Future Benefits	**$ 262,100**	**$ 260,600**

Employee Future Expense	**June 30 2016**	**June 30 2015**
Current period benefit cost	**$ 34,500**	**$ 46,900**
Amortization of net actuarial gain / loss	800	400
Benefit cost	**35,300**	**47,300**
Interest cost on unfunded employee future benefits obligation	**4,800**	**7,100**
Total Employee Future Benefits Expense	**$ 40,100**	**$ 54,400**

11. LONG-TERM DEBT

Details of Long-Term Debt:		June 30 2016	June 30 2015
Other Long-Term Debt:			
Capital Leases	RCAP Leasing - VOIP	137,666	7,973
Total Long Term Debt		**$ 137,666**	**$ 7,973**

Principal repayments over the next 2 years are estimated as follows:	Capital Leases	Total
2017	$ 86,316	$ 86,316
2018	51,350	51,350
Total	**$ 137,666**	**$ 137,666**

Principal and interest payments on the long-term debt are as follows:	Capital Leases	2016	2015
Principal	$ 137,666	$ 137,666	$ 47,836
Interest	-	-	-
Total	**$ 137,666**	**$ 137,666**	**$ 47,836**

12. SHORT-TERM DEBT

In February of 2016, the College amended its credit facility of $5,300,000 to include a term loan of up to $4,500,000, at a fixed rate of 2.05%, repayable on April 30, 2017. As at June 30, 2016, $4,100,000 had been advanced against this facility. This amount will be tendered in early 2017, and converted to long-term debt at an equal or lesser amount upon expiry of the short-term loan. Approval to convert borrowings, to a maximum of $5,300,000, to long-term debt was received from the Ministry of Advanced Education on February 3, 2015.

13. TANGIBLE CAPITAL ASSETS

	Land	Land Improvements	Buildings	Machinery and Equipment	Furniture and Equipment	Computer Hardware	System Development	Vehicles	Leasehold Improv	Work in Progress	2016	2015
Tangible Capital Assets - at Cost:												
Opening Balance at Start of Year	$ 2,254,000	$	$ 6,908,703	$ -	$ 239,566	$ 492,237	$ 200,539	$80,564	$ 49,855	$ 14,018,343	$ 24,243,887	$ 10,747,802
Additions/Purchases			37,884	4,789		142,026	199,970	11,045		4,707,536	5,103,250	13,527,012
Disposals				(22,560)							(22,560)	(30,927)
Transfer In/Out	7,815	564,631	15,781,900	1,758,423	479,785	132,427				(18,725,879)	-	-
Closing Balance at End of Year	2,261,815	564,631	22,728,467	1,741,641	719,351	766,690	400,509	91,609	49,855	-	29,324,568	24,243,887
Tangible Capital Assets - Amortization:												
Opening Balance at Start of Year			4,181,938	-	193,816	444,825	158,288	51,512	26,633		5,057,012	4,585,060
Amortization for the Period		14,116	1,136,309	174,164	87,565	126,320	103,727	18,322	2,616		1,663,130	502,879
Disposals											-	(30,927)
Closing Balance at End of Year	-	14,116	5,318,247	174,164	281,381	571,145	262,015	69,834	29,249	-	6,720,151	5,057,012
Net Book Value:												
Opening Balance at Start of Year	2,254,000		2,726,845	-	45,750	47,412	42,251	29,052	23,222	14,018,343	18,186,875	6,162,742
Closing Balance at End of Year	2,261,815	550,515	17,410,220	1,567,477	437,970	195,545	138,494	21,775	20,606		22,604,417	19,186,875
Change in Net Book Value	$ 7,815	$ 550,515	$ 14,683,375	$ 1,567,477	$ 392,220	$ 148,133	$ 96,243	$ (7,277)	$ (2,616)	$ (14,018,343)	$ 3,417,542	$ 13,024,133

14. PREPAID EXPENSES

	June 30 2016	June 30 2015
Insurance	$ 65,324	$ 29,057
Rent	19,477	319
Program Costs	167,021	38,721
Development Charges	192,000	192,000
Equipment	14,950	29,416
Prepaid expenses	**$ 458,772**	**$ 289,513**

15. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

Information on the multi-employer pension plans to which the College contributes is as follows:

i) Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP):

The STRP and STSP provide retirement benefits based on length of service and pensionable earnings.

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The College's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans. Accordingly, these financial statements do not include any expense for employer

contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

Details of the contributions to these plans for the College's employees are as follows:

	2016			2015
	STRP	STSP	TOTAL	TOTAL
Number of active College members	11	2	13	14
Member contribution rate (percentage of salary)				
Integrated rate	10.20%	6.05%		9.1% / 6.05%
Non-integrated rate	12.40%	7.85%		11.30% / 7.85%
Member contributions for the year	$ 94,847	$ 9,209	$104,056	$ 110,113

ii) Municipal Employees' Pension Plan (MEPP)

The MEPP provides retirement benefits based on length of service and pensionable earnings.

The MEPP is funded by employer and employee contributions at rates set by the Municipal Employees' Pension Commission.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. Any actuarially determined deficiency is the responsibility of the participating employers and employees which could affect future contribution rates and/or benefits.

The contributions to the MEPP by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these financial statements. In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

Details of the MEPP are as follows:

	2016	2015
Number of active College members	114	103
Member contribution rate (percentage of salary)	8.15%	8.15%
College Contribution rate (percentage of salary)	8.15%	8.15%
Member contributions for the year	$391,724	$349,481
College contributions for the year	$391,724	$349,481

16. RISK MANAGEMENT

The College is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and market risk consisting of interest rate risk.

i) **Credit Risk**

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies are considered to be minimal. For other receivables, the College has adopted credit policies which include the analysis of the financial position of its customers and the regular review of their credit limits in order to reduce its credit risk and close monitoring of overdue accounts. The College does not have significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect an impairment in collectability.

The aging of accounts receivable at June 30, 2016 and June 30, 2015 was:

	June 30, 2016		June 30, 2015	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
0-30 days	$ 721,141	$ -	$ 737,085	$ -
30-60 days	15,741	-	50,348	-
60-90 days	147,006	-	110,143	-
Over 90 days	171,857	16,772	61,067	6,042
Total	$ 1,055,745	$ 16,772	$ 958,643	$ 6,042
Net		$ 1,038,973		$ 952,602

ii) **Liquidity Risk**

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they come due. The College manages liquidity risk by maintaining adequate cash balances, budget practices and monitoring and forecasts. The following table sets out the contractual maturities of the College's financial liabilities:

	June 30, 2016		
	Within 6 months	6 months to 1 year	1 to 5 years
Accrued salaries and benefits	$ 118,320	$ 288,743	$ -
Accounts payable and accrued liabilities	412,062	-	-
Long and short-term debt	7,193	4,179,123	51,350
Total	**$ 537,575**	**$4,467,866**	**$ 51,350**

iii) **Market Risk**

The College is exposed to market risks with respect to interest rates as follows:

Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to cash and cash equivalents, portfolio investments, and bank indebtedness. The College also has an authorized lease facility of $200,000 with interest payable annually at a rate of prime less 0.60%, and an authorized bank line of credit of $5,300,000 with interest payable annually at a rate of prime less 0.80%. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on the lease facility as of June 30, 2016 (June 30, 2015 – NIL). There was $4,100,000 outstanding on the credit facility (see Note 12 – Short-Term Debt) as of June 30, 2016 (June 30, 2015 - $650,000).

The College minimizes these risks by:

- holding cash in an account at a Canadian bank, denominated in Canadian currency
- investing in mutual funds where interest rates minimally fluctuate
- managing cash flows to minimize utilization of its bank line of credit

17. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on May 29, 2015 and the Minister of Advanced Education on June 29, 2015.

18. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to all Government of Saskatchewan ministries, agencies, boards, school divisions, health authorities, colleges and crown corporations under the common control of the Government of Saskatchewan. The College is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the College is related to other non-Government organizations by virtue of its economic interest in these organizations.

Related Party Transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below.

	2016	2015
Revenues:		
Ministry of Advanced Education/Economy		
Operating	$ 9,600,539	$ 7,835,513
Capital	1,655,500	7,595,300
Saskatchewan Apprenticeship and Trade Commission	276,349	-
	$ 11,532,388	**$ 15,430,813**
Expenses:		
Saskatchewan Polytechnic	$ 622,851	$ 524,908
University of Saskatchewan	128,624	127,856
University of Regina	97,363	178,387
SaskTel	406,371	103,775
SaskPower and Sask Energy	73,717	27,769
Ministry of Central Services	111,476	123,454
	$ 1,440,402	**$ 1,086,149**

In addition, the College pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases and customer sales on items that are deemed taxable. Taxes paid are recorded as part of the cost of those purchases.

The College receives long distance telephone services between major centers from SaskTel, a related party, at reduced rates available to Government agencies.

19. ACCUMULATED SURPLUS

Accumulated surplus represents the financial assets and non-financial assets of the College less liabilities. This represents the accumulated balance of net surplus arising from the operations of the College and accumulated net remeasurement gains and losses.

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes including capital projects, student health & dental, and student account. These internally restricted amounts are included in the accumulated surplus presented in the statement of financial position.

The College does not maintain separate bank accounts for the internally restricted amounts.

PARKLAND COLLEGE
Notes to the Consolidated Financial Statements
for the year ended June 30, 2016

Details of accumulated surplus are as follows:

	June 30 2015	Additions during the year	Reductions during the year	June 30 2016
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	$ 19,186,875	$ 23,806,561	$ 20,389,019	$ 22,604,417
Less: Debt owing on Tangible Capital Assets	7,973	4,272,632	42,939	4,237,666
	19,178,902	19,533,929	20,346,080	18,366,751
Internally Restricted Operating Surplus				
Capital projects:				
Designated to tangible capital asset expenditures:				
Trades & Technology Centre	(1,152,281)	6,752,349	4,622,325	977,743
Trades & Technology Centre - debt repayment	-	750,000	-	750,000
Trades & Technology Centre - site development	-	150,000	-	150,000
Technology Purchases - capital	-	157,000	-	157,000
Future Facility Development	-	250,000	-	250,000
IMII/CTRC - Intro to Mining funding	-	82,800	-	82,800
Student Health & Dental	8,317	5,816	-	14,133
Student Account	6,916	1,393	-	8,309
Scholarship Funds:				
Good Spirit REDA Scholarship Fund	9,668	-	1,500	8,168
Entrance Scholarship Fund	16,692	9,250	9,750	16,192
Staff Scholarship Fund	2,033	2,474	3,000	1,507
Golf Tournament Scholarship Fund	46,996	22,076	24,810	44,262
Clay Serby Scholarship Fund	1,214	-	1,000	214
Internal Scholarship Fund	5,310	18,978	22,800	1,488
TD Bank Scholarship Fund	5,000	5,000	5,000	5,000
Yorkton Tribal Council Scholarship	119,813	-	35,877	83,935
Total Restricted Scholarship Funds	206,726	57,778	103,738	160,767
Total Internally Restricted Funds	(930,322)	8,207,136	4,726,062	2,550,752
Externally Restricted Funds by Government of Saskatchewan				
Preventive Maintenance and Renewal (PMR)	64,760	155,500	132,653	87,607
Applied Research Carryforward	-	71,489	-	71,489
ABE On-Reserve Carryforward	83,590	136,436	83,590	136,436
ABE Online Carryforward	18,343	-	18,343	-
ABE Traditional Carryforward	137,184	276,003	137,184	276,003
Enhanced Learner Supports Carryforward	74,228	-	74,228	-
ECE Carryforward	22,847	-	22,847	-
ABE On-Reserve Funding	74,103	74,103	74,103	74,103
ABE Funding	212,484	212,484	212,484	212,484
ABE Online Funding	75,000	75,000	75,000	75,000
ESL Funding	21,624	21,624	21,624	21,624
Skills Training Carryforward	-	216,449	-	216,449
Skills Training Funding	486,801	486,801	486,801	486,801
Total Externally Restricted Funds by Government of Saskatchewan	1,270,964	1,725,889	1,338,857	1,657,996
Total Restricted Funds	340,643	9,933,025	6,064,918	4,208,748
Unrestricted Operating Surplus	1,389,301	5,284,314	6,029,034	644,581
Total Accumulated Surplus from Operations	20,908,846	34,751,267	32,440,033	23,220,080
Total Accumulated Surplus	$ 20,908,846	$ 34,751,267	$ 32,440,033	$ 23,220,080

The purpose and nature of each Internally Restricted Fund is as follows:

- Scholarships include funds designated for the purpose of awarding scholarships to students of the College.
- Capital projects include future funds for the development of the Trades & Technology Centre, long term debt repayment and site development.

- Future Facility Development includes future funds for the development of instructional facilities
- IMII/CTRC – Intro to Mining funding includes funds for delivery of the program by Carlton Trail Regional College
- Student Health & Dental include funds designated for future use of premium increases.
- Student account include funds designated for future use of student events.

20. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the College are as follows:

- Operating and capital lease obligations, as follows:

- Instructional Facilities
    - Treaty Four Governance Centre, Fort Qu'Appelle, Saskatchewan, under a year-to-year agreement. The agreement covers use of the facility and grounds with annual rental of $67,727. The agreement contains an option to renew at the end of the initial lease term.

- Offices
    - Administration office and classrooms, Melville, Saskatchewan, located in the Melville Comprehensive School, under a ten-year lease which expires August 31, 2017. Terms of the lease require Parkland College to pay for its proportional share of the operating costs of the building.

    - Branch office and classrooms, Canora, Saskatchewan, located in the Canora Town Office, under a month-to-month agreement. Terms of the lease provide for annual payment of $12,000 plus applicable taxes.

    - Branch office and two classrooms, Kamsack, Saskatchewan, located in the Crowstand Centre, under a lease agreement that expires December 31, 2016. Terms of the lease provide for monthly rental of $1,238 plus applicable taxes.

- Equipment
    - RCAP Leasing Inc. covering one photocopier located at Yorkton location until October 2021. Terms of the lease call for monthly rental payments of $232 plus applicable taxes.

- RCAP Leasing Inc. covering one photocopier located in Melville location until April 2019. Terms of the lease call for monthly rental payments of $171 plus applicable taxes.
- RCAP Leasing covering VOIP equipment as follows:
  - Trades and Technology Centre (Yorkton) until October 2017, monthly payments of $2,913 plus applicable taxes.
  - Esterhazy campus until May of 2018, monthly payments of $574 plus applicable taxes.
  - Fort Qu'Appelle campus until May of 2018, monthly payments of $671 plus applicable taxes
  - Canora campus until April of 2018, monthly payments of $342 plus applicable taxes
  - Kamsack campus until March of 2018, monthly payments of $430 plus applicable taxes
  - Melville administration and campus until May of 2018, monthly payments of $925 plus applicable taxes
  - Yorkton main campus until December of 2017, monthly payments of $890 plus applicable taxes

	Operating Leases			Capital Leases	
	Office Rental	Copier Leases	Total Operating	RCAP Leasing VOIP	Total Capital
Future minimum lease payments:					
2017	$ 72,677	$ 5,315	**$ 77,992**	$ 86,316	**$ 86,316**
2018	-	$ 5,315	**5,315**	51,350	**51,350**
2019	-	$ 4,939	**4,939**	-	**-**
2020	-	$ 3,062	**3,062**	-	**-**
2021	-	3,062	**3,062**	-	**-**
Thereafter	-	1,020	**1,020**	-	**-**
Interest and executory costs	72,677 -	22,713 -	95,390 -	137,666 -	**137,666** -
Total Lease Obligations	**$ 72,677**	**$ 22,713**	**$ 95,390**	**$ 137,666**	**$ 137,666**

- Good Spirit School Division
  - The College has negotiated a 10-year operating agreement with the Good Spirit School Division. The agreement specifies the cost-sharing of utility, insurance and maintenance costs, based on square footage occupied by the College. The agreement, effective September 1, 2013, is reviewed annually, and adjusted for increases/decreases in costs, square footage, and services provided. After five (5) years the school division reserves the right to withdraw the division-owned space from the agreement, with one year's notice, if operational needs require.

- Open Door Technology Inc.
  - Annual maintenance on Navision Software at approximately $2,311 including taxes.

VIII. SCHEDULE OF REVENUES AND EXPENSES BY FUNCTION

Schedule 1

Parkland College
Consolidated Schedule of Revenues and Expenses by Function
for the year ended June 30, 2016

	2016 Actual										2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Development			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit			Total	Budget	Actual
Revenues (Schedule 2)													
Provincial government	$ 3,756,279	$ 2,132,006	$ 20,269	$ 1,544,379	$ 573,200	$ 259,721	$ -	$ -	$ 88,685	$ 1,500,000	$ 9,874,539	$ 8,050,481	$ 15,335,513
Federal government	396,514	-	-	-	206,176	-	-	84,694	-	-	687,384	314,479	276,648
Other	848,297	1,982,393	1,016,100	1,098,851	89,509	50,813	93,730	723,387	57,778	561,008	6,521,866	6,996,853	8,998,174
Total Revenues	5,001,090	4,114,399	1,036,369	2,643,230	868,885	310,534	93,730	808,081	146,463	2,061,008	17,083,789	15,361,813	24,610,335
Expenses (Schedule 3)													
Agency contracts	121,646	747,370	378,871	-	-	-	-	404,510	-	-	1,652,397	$ 2,241,714	$ 1,618,441
Amortization	1,663,139	-	-	-	-	-	-	-	-	-	1,663,139	1,580,000	502,879
Equipment	165,233	17,944	180	5,993	-	-	-	-	-	-	189,350	268,092	248,935
Facilities	450,384	34,997	3,000	16,985	29,287	-	-	1,800	-	-	536,453	723,643	513,323
Information technology	87,355	43,876	1,851	109,106	500	-	-	3,341	-	-	246,029	161,660	176,137
Operating	1,177,117	654,262	111,997	102,851	104,138	163	25,600	15,191	192,422	545	2,384,286	2,961,057	1,881,230
Personal services	2,318,346	2,335,740	344,414	1,896,165	726,584	21,616	245,353	212,683	-	-	8,100,901	8,602,249	7,613,837
Total Expenses	5,983,220	3,834,189	840,313	2,131,100	860,509	21,779	270,953	637,525	192,422	545	14,772,555	16,538,415	12,554,782
Surplus (Deficit) for the year	$ (982,130)	$ 280,210	$ 196,056	$ 512,130	$ 8,376	$ 288,755	$ (177,223)	$ 170,556	$ (45,959)	$ 2,060,463	$ 2,311,234	$ (1,176,602)	$ 12,055,553

IX. SCHEDULE OF REVENUES BY FUNCTION

Schedule 2

Parkland College
Consolidated Schedule of Revenues by Function
for the year ended June 30, 2016

	2016 Revenues Actual										2016	2016	2015
	General	Skills Training		Basic Education		Services		University	Scholarships	Development	Total Revenues Actual	Total Revenues Budget	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Provincial Government													
Advanced Education/ Economy													
Operating grants	$ 3,311,279	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,311,279	$ 4,179,234	$ 3,153,780
Program grants	-	1,947,200	-	1,446,370	136,692	259,721	-	-	-	-	3,789,983	2,643,463	3,472,048
Capital grants	155,500	-	-	-	-	-	-	-	-	-	155,500	22,000	95,300
	3,466,779	1,947,200	-	1,446,370	136,692	259,721	-	-	-	-	7,256,762	6,844,697	6,721,128
Contracts	289,500	168,924	20,269	98,009	436,508	-	-	-	-	-	1,013,210	731,052	998,688
Other	-	15,882	-	-	-	-	-	-	-	-	15,882	315,768	18,417
	3,756,279	2,132,006	20,269	1,544,379	573,200	259,721	-	-	-	-	8,285,854	7,891,517	7,738,233
Other provincial	-	-	-	-	-	-	-	-	88,685	1,500,000	1,588,685	158,964	7,597,280
Total Provincial	3,756,279	2,132,006	20,269	1,544,379	573,200	259,721	-	-	88,685	1,500,000	9,874,539	8,050,481	15,335,513
Federal Government													
Other Federal	396,514	-	-	-	206,176	-	-	84,694	-	-	687,384	314,479	276,648
Total Federal	396,514	-	-	-	206,176	-	-	84,694	-	-	687,384	314,479	276,648
Other Revenue													
Contracts	189,080	555,214	751,275	990,383	7,500	-	79,200	-	-	-	2,572,652	1,890,994	2,510,509
Interest	41,094	-	-	-	-	-	-	-	-	3,291	44,385	25,000	59,189
Rents	15,875	-	-	-	-	-	-	-	-	-	15,875	74,700	9,675
Resale items	3,850	247,147	29,324	2,295	2,946	50	-	1,360	-	-	286,972	478,609	246,974
Tuitions	515,860	1,140,925	233,441	10,900	6,220	50	-	660,459	-	-	2,567,855	3,229,838	2,103,069
Donations	-	-	-	-	-	-	-	-	57,778	557,717	615,495	297,134	3,560,275
Other	82,538	39,107	2,060	95,273	72,843	50,713	14,530	61,568	-	-	418,632	1,000,578	508,483
Total Other	848,297	1,982,393	1,016,100	1,098,851	89,509	50,813	93,730	723,387	57,778	561,008	6,521,866	6,996,853	8,998,174
Total Revenues	$ 5,001,090	$ 4,114,399	$ 1,036,369	$ 2,643,230	$ 868,885	$ 310,534	$ 93,730	$ 808,081	$ 146,463	$ 2,061,008	$ 17,083,789	$ 15,361,813	$ 24,610,335

Schedule 3

Parkland College
Consolidated Schedule of Expenses by Function
for the year ended June 30, 2016

	2016 Expenses Actual										2016	2016	2015
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Development	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Agency Contracts													
Contracts	$ 121,646	$ 747,370	$ 378,871	$ -	$ -	$ -	$ -	$ 404,510	$ -	$ -	$ 1,652,397	$ 1,904,418	$ 1,618,441
Instructors	-	-	-	-	-	-	-	-	-	-	-	337,296	-
	121,646	747,370	378,871	-	-	-	-	404,510	-	-	1,652,397	2,241,714	1,618,441
Amortization	1,663,139	-	-	-	-	-	-	-	-	-	1,663,139	1,580,000	502,879
Equipment													
Equipment (non-capital)	7,166	15,139	-	-	-	-	-	-	-	-	22,305	11,470	1,810
Rental	103,189	250	180	1,911	-	-	-	-	-	-	105,530	197,840	180,933
Repairs and maintenance	54,878	2,555	-	4,082	-	-	-	-	-	-	61,515	58,782	66,192
	165,233	17,944	180	5,993	-	-	-	-	-	-	189,350	268,092	248,935
Facilities													
Building supplies	34,350	-	-	-	-	-	-	-	-	-	34,350	20,400	10,695
Grounds	42,506	20,854	-	-	-	-	-	-	-	-	63,360	33,000	16,308
Janitorial	58,795	-	-	-	-	-	-	-	-	-	58,795	38,184	33,476
Rental	199,346	14,143	3,000	16,985	29,287	-	-	1,800	-	-	264,561	314,551	353,342
Repairs & maintenance buildings	27,574	-	-	-	-	-	-	-	-	-	27,574	88,800	75,645
Utilities	87,813	-	-	-	-	-	-	-	-	-	87,813	228,708	23,857
	450,384	34,997	3,000	16,985	29,287	-	-	1,800	-	-	536,453	723,643	513,323
Information Technology													
Computer services	10,131	-	-	-	-	-	-	-	-	-	10,131	5,000	5,180
Data communications	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment (non-capital)	-	1,350	-	75,986	-	-	-	2,813	-	-	80,149	42,700	59,945
Rental	-	-	-	-	-	-	-	-	-	-	-	4,680	-
Software (non-capital)	77,224	42,526	1,851	33,120	500	-	-	528	-	-	155,749	109,280	111,012
	87,355	43,876	1,851	109,106	500	-	-	3,341	-	-	246,029	161,660	176,137
Operating													
Advertising	122,213	39,926	5,319	9,759	2,907	-	-	1,456	-	-	181,580	219,775	218,570
Association fees & dues	49,713	1,183	-	139	315	-	-	-	-	-	51,350	54,000	49,022
Bad debts	19,667	-	-	-	-	-	-	-	-	-	19,667	5,000	6,192
Financial services	59,003	-	-	-	-	-	-	-	-	545	59,548	271,550	41,117
In-service (includes PD)	13,615	4,209	605	7,138	270	-	-	-	-	-	25,837	99,156	18,151
Insurance	78,206	2,074	229	-	-	-	-	-	-	-	80,509	172,563	49,233
Materials & supplies	127,406	257,858	25,404	48,431	29,351	-	10,632	3,917	-	-	502,999	545,955	385,554
Postage, freight & courier	21,063	4,108	193	287	322	76	-	281	-	-	26,330	48,365	28,285
Printing & copying	17,341	-	-	-	2,900	-	-	-	-	-	20,241	26,140	14,522
Professional services	440,217	19,088	-	7,132	50,342	-	-	1,680	-	-	518,459	409,567	322,769
Resale items	4,239	284,212	33,136	1,595	8,587	-	-	1,902	-	-	333,671	454,032	253,503
Subscriptions	3,886	-	-	-	-	-	-	-	-	-	3,886	6,450	1,911
Telephone & fax	70,313	3,725	1,521	7,437	1,923	-	471	-	-	-	85,390	79,917	75,860
Travel	150,235	37,879	45,590	20,933	7,221	87	14,497	5,955	-	-	282,397	280,659	210,794
Other	-	-	-	-	-	-	-	-	192,422	-	192,422	287,928	205,747
	1,177,117	654,262	111,997	102,851	104,138	163	25,600	15,191	192,422	545	2,384,286	2,961,057	1,881,230
Personal Services													
Employee benefits	312,400	304,136	42,867	192,208	90,571	1,878	34,004	28,031	-	-	1,006,095	1,119,757	933,204
Honoraria	15,338	-	-	3,707	18,576	-	-	250	-	-	37,871	103,977	40,835
Salaries	1,980,505	2,031,604	301,547	1,694,467	608,724	19,738	211,349	184,402	-	-	7,032,336	6,259,204	6,602,075
Other	10,103	-	-	5,783	8,713	-	-	-	-	-	24,599	1,119,311	37,723
	2,318,346	2,335,740	344,414	1,896,165	726,584	21,616	245,353	212,683	-	-	8,100,901	8,602,249	7,613,837
Total Expenses	$ 5,983,220	$ 3,834,189	$ 840,313	$ 2,131,100	$ 860,509	$ 21,779	$ 270,953	$ 637,525	$ 192,422	$ 545	$ 14,772,555	$ 16,538,415	$ 12,554,782

XI. SCHEDULE OF GENERAL EXPENSES

Schedule 4

Parkland College
Consolidated Schedule of General Expenses by Functional Area
for the year ended June 30, 2016

	2016 General Actual				2016	2016	2015
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
Agency Contracts							
Contracts	$ -	$ 121,646	$ -	$ -	$ 121,646	$ 155,188	$ 7,652
Instructors	-	-	-	-	-	337,296	-
	-	121,646	-	-	121,646	492,484	7,652
Amortization	-	1,663,139	-	-	1,663,139	1,580,000	502,879
Equipment							
Equipment (non-capital)	-	-	7,166	-	7,166	5,470	970
Rental	-	-	103,189	-	103,189	166,840	103,397
Repairs and maintenance	-	-	54,878	-	54,878	58,782	61,676
	-	-	165,233	-	165,233	231,092	166,043
Facilities							
Building supplies	-	-	34,350	-	34,350	19,900	10,678
Grounds	-	-	42,506	-	42,506	13,000	16,308
Janitorial	-	-	58,795	-	58,795	38,184	33,476
Rental	-	1,200	198,146	-	199,346	234,000	243,457
Repairs & maintenance buildings	-	-	27,574	-	27,574	88,800	16,270
Utilities	-	-	87,813	-	87,813	225,000	23,349
	-	1,200	449,184	-	450,384	618,884	343,538
Information Technology							
Computer services	-	3,984	6,147	-	10,131	5,000	5,180
Data communications	-	-	-	-	-	-	-
Equipment (non-capital)	-	-	-	-	-	5,500	-
Materials & supplies	-	-	-	-	-	-	-
Rental	-	-	-	-	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	-
Software (non-capital)	4,446	16,580	4,506	51,692	77,224	76,980	57,871
	4,446	20,564	10,653	51,692	87,355	87,480	63,051
Operating							
Advertising	-	122,213	-	-	122,213	132,500	115,588
Association fees & dues	46,620	2,780	313	-	49,713	52,300	47,644
Bad debts	-	19,667	-	-	19,667	5,000	6,192
Financial services	-	59,003	-	-	59,003	71,550	40,655
In-service (includes PD)	5,076	8,539	-	-	13,615	32,736	4,503
Insurance	-	5,454	72,752	-	78,206	157,500	37,866
Materials & supplies	-	31,624	62,750	33,032	127,406	130,100	107,633
Postage, freight & courier	-	564	20,444	55	21,063	23,350	18,446
Printing & copying	-	9,903	7,438	-	17,341	18,000	12,453
Professional services	-	437,070	3,147	-	440,217	64,500	173,766
Resale items	-	4,239	-	-	4,239	11,000	9,298
Subscriptions	-	3,169	717	-	3,886	2,850	1,911
Telephone & fax	-	12,566	56,967	780	70,313	70,100	63,457
Travel	29,703	118,945	876	711	150,235	137,000	98,063
Other	-	-	-	-	-	-	-
	81,399	835,736	225,404	34,578	1,177,117	908,486	737,475
Personal Services							
Employee benefits	-	242,041	39,869	30,490	312,400	321,792	309,076
Honoraria	15,338	-	-	-	15,338	25,885	13,455
Salaries	-	1,563,274	221,833	195,398	1,980,505	1,806,718	1,920,773
Other	-	10,103	-	-	10,103	55,000	7,761
	15,338	1,815,418	261,702	225,888	2,318,346	2,209,395	2,251,065
Total General Expenses	$ 101,183	$ 4,457,703	$ 1,112,176	$ 312,158	$ 5,983,220	$ 6,127,821	$ 4,071,703

GLOSSARY OF TERMS

Casual Student: A participant taking courses, within a program group, that collectively totals less than 30 hours. (Applies to Skills Training only.)

Completer: Any participant who has successfully completed course requirements or remained to the end of the program.

FLE: Full Load Equivalent. The total participant hours divided by the accepted full load equivalent factor for a program group.

FTE: Full Time Equivalent

Full-Time Student: Total number of students who are taking courses (within the program group) that collectively require a minimum average of 18 hours of scheduled class time per week for a program session with a minimum duration period of 12 weeks (both conditions need to be true). There are two exceptions:

(a) **Apprenticeship and Trade:** 240 hours (a complete level depending on the trade) is required; and

(b) **University courses:** 234 hours (6 courses at 39 hours) of scheduled class time for the academic year.

GED: General Educational Development

Graduates: Any participant who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution.

Participant Hours: The total time (in hours) that a student is actively involved in a program (courses) session.

Part-Time Student: The number of students who are taking courses (within a program group) that collectively require less than an average of 18 hours of scheduled class time per week for a minimum duration period of less than 12 weeks but equal to or more than 30 hours in total. There are two exceptions:

(a) **Apprenticeship and Trade:** Totalling less than 240 hours of scheduled class time for academic year; and

(b) **University courses:** Totalling less than 234 hours.

Program Group: A combination of SIS 'Program Area', Program Type or Program Category identified for the specific purpose of reporting student enrolments. Program Groups for reporting to the Ministry are:

Skills Training - Institute Credit (Sask Polytech)
Skills Training - Institute Credit (Other Suppliers)
Skills Training - Apprenticeship & Trade
Skills Training - Industry Credit
Skills Training - Non-Credit (includes Industry Non-Credit, Community/Individual Non-Credit, and Personal Interest Non-Credit)
Adult Basic Education - Credit Adult 12
Adult Basic Education - Credit Adult 10
Adult Basic Education - Credit Academic GED
Adult Basic Education - Non-Credit Employability/Life Skills
Adult Basic Education - Non-Credit English Language Training
Adult Basic Education - Non-Credit General Academic Studies
Adult Basic Education - Non-Credit Literacy
University

Sask Polytech: Saskatchewan Polytechnic (formerly Saskatchewan Institute of Applied Science and Technology).

Student Enrolment: Student(s) enrolled in program(s) or course(s) that are part of a specific Program Group.

WHERE WE ARE

PARKLAND COLLEGE

Since 1973, Parkland College has worked to expand the philosophy of life-long learning in East Central Saskatchewan. Among the seven basic principles upon which the community college system was founded is the idea that programs are to be developed in response to the needs of the community.

Today, Parkland College offers a broad spectrum of educational services from trades training and high school upgrading to the province's most diverse off-campus university offerings. With the addition of the new Trades and Technology Centre in Yorkton, Parkland College is poised to supply more local businesses with the trained workers they need.

No matter where our learners are, we deliver high quality learner centred education and training, setting the foundation for lifelong success.

PARKLAND REGION STATS

Geographic area
10,600 square miles

Trading area population
200,000+
(Third largest in Sask.)

Regional population
85,000

Parkland College locations:
- Canora
- Kamsack
- Yorkton (2)
- Melville
- Esterhazy
- Fort Qu'Appelle

CANORA
418 Main Street
Canora, SK S0A 0L0
Phone: 306.563.6808

ESTERHAZY
501 Kennedy Drive
Esterhazy, SK S0A 0X0
Phone: 306.745.2878

FORT QU'APPELLE
740 Sioux Avenue
Fort Qu'Appelle, SK S0A 1S0
Phone: 306.332.5416

KAMSACK
241 2nd Street
Kamsack, SK S0A 1S0
Phone: 306.542.4268

MELVILLE
200 Block 9th Avenue East
Melville, SK S0A 2P0
Phone: 306.728.4471

YORKTON MAIN CAMPUS
200 Prystai Way
Yorkton, SK S3N 4G4
Phone: 306.783.6566

YORKTON TRADES & TECHNOLOGY CENTRE
273 Dracup Avenue North
Yorkton, SK S3N 4H8
Phone: 306.786.2760

TOLL FREE: 1.866.783.6766
WWW.PARKLANDCOLLEGE.SK.CA